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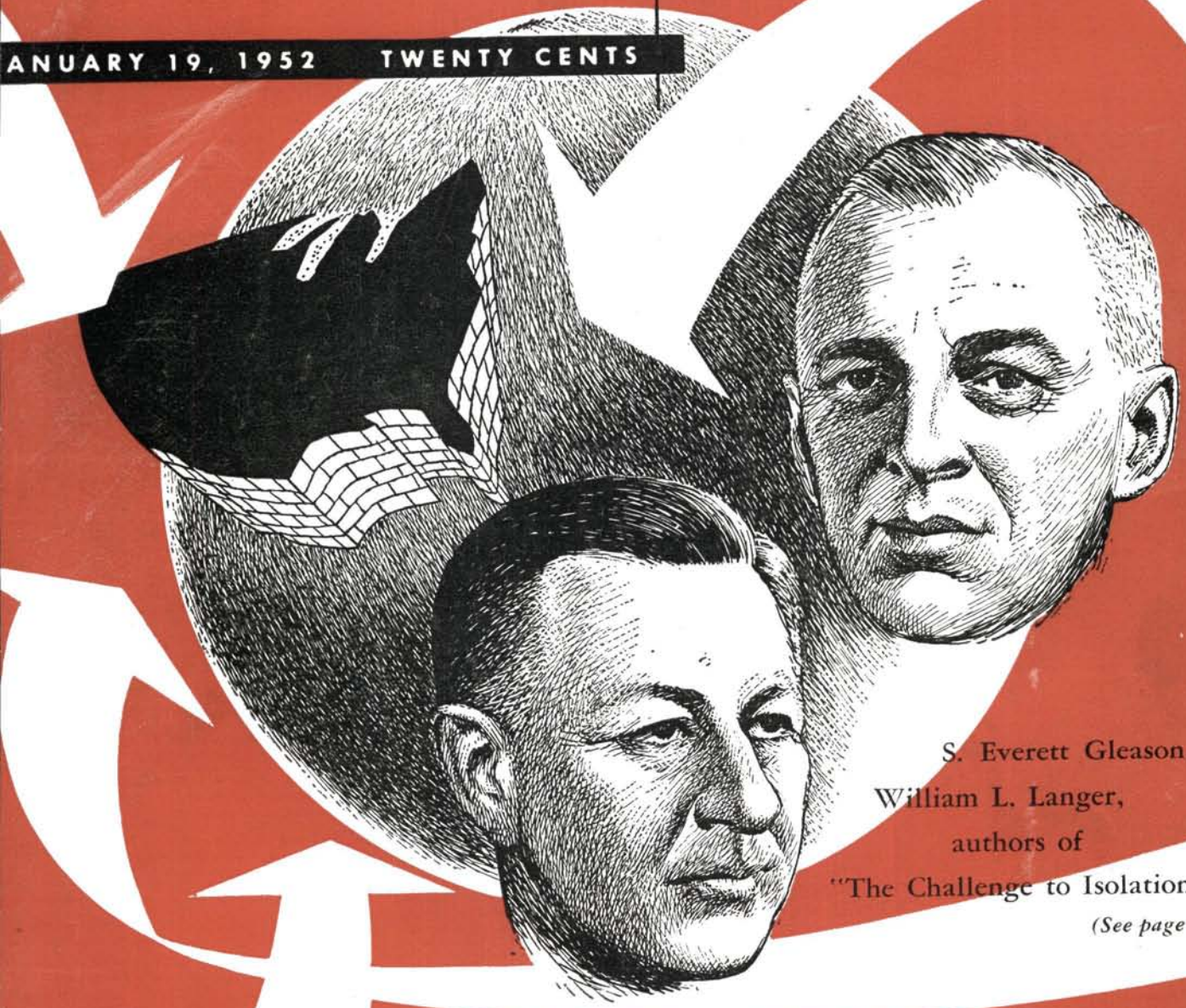
Saturday Review

JANUARY 19, 1952 TWENTY CENTS

THEY LOVE US FOR THE WRONG REASONS

An Editorial



S. Everett Gleason,
William L. Langer,
authors of
"The Challenge to Isolation."
(See page 13)

THE BUSINESSMAN IN AMERICA

SRL-Research Institute Survey

LEO CHERNE LEWIS GALANTIÈRE ELMO ROPER

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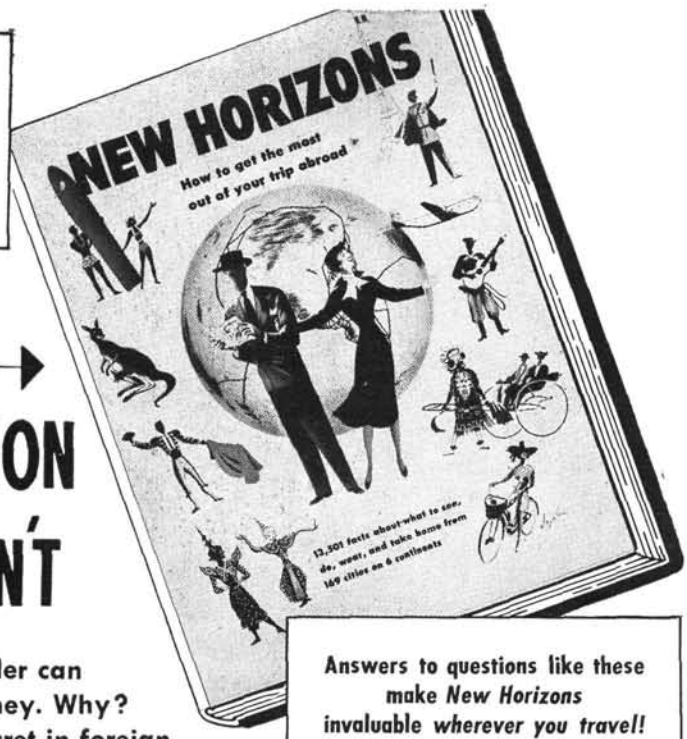
JAMES A. MICHENER
Well-known author of "*Tales of the South Pacific*," says, "A take-along 'must' for everyone travelling abroad."

LOWELL THOMAS
"Surely few more useful books on how to travel have ever been published . . . wish I had thought of writing it myself!"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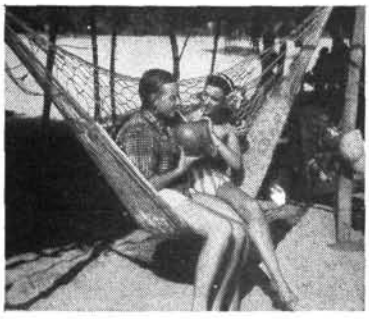

"At Acapulco, Mexico," says *New Horizons*, "hotels are numerous, super deluxe to modest." You'll enjoy life also at *Pie de la Cuesta Beach* (above), just up the coast. A rum coconut makes a wonderful "sundowner."

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- What should you wear in Mexico City? See page 105, What to Wear.
- When is the dry season in Guatemala? See page 106, Climate.
- Can you get along with just English in Mexico and Guatemala? See pages 103 and 106, Language.
- Would you order mole de guajalote—and like it—in Mexico? See page 103, Food.
- Where in Guatemala can you find the best bargains, in shops or in the open market place? See page 107, Shops and Stores.
- What companies offer package tours to outlying points of interest in Guatemala? See page 107, Sightseeing.
- Where is the silver center of Mexico? See page 104, Sightseeing.
- What sort of wild game is available in Yucatan, Mexico? See page 104, Sightseeing.

* * * *

- Does perfume really cost less in France? See page 20, What to Buy.
- How do you arrange to see a gold mine in Johannesburg? See page 181, Sightseeing.
- When can you see special Hawaiian holiday celebrations? See page 143, Calendar of Holidays.

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The Businessman in America

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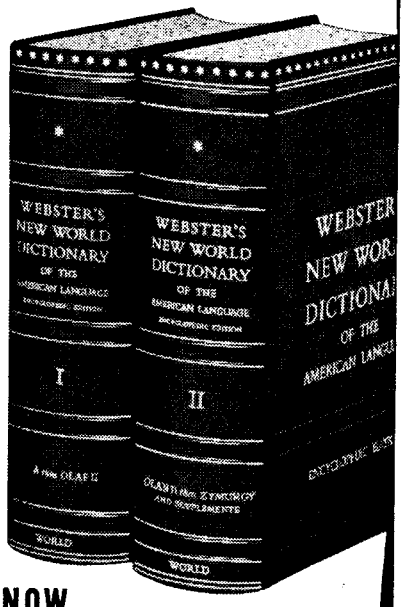

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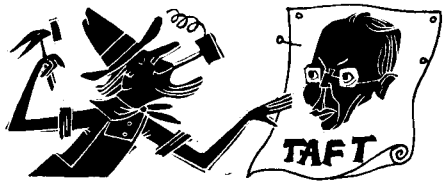
THE MIDWEST, FORE AND TAFT

A BRIEF EXCURSION into the cities and farmlands of Ohio, Indiana, and Iowa reveals abundant evidence that in that section of the country, at least, prosperity is no myth. Industrial plants are humming twenty-four hours a day; farm houses and barns are freshly painted and gleaming in the winter sun. A conspicuous addition to the landscape is a series of shiny aluminum grain bins at every wayside station, property of the U.S. Government, where wheat and corn may be stored free of charge. The farmers are availing themselves of the service, but are not conspicuously grateful for it. "Just more butting in by Washington," grumbled one man in Fort Wayne. "When I was a boy, folks around here made an honest living for themselves without the Federal Government diapering them and blowing their noses for them. Bob Taft won't forget that when he takes office in Washington." There is no end, in fact, to the miracles Taft's neighbors expect if he is elected President. Only they



don't say "if"; they say "when." They like General Eisenhower too—as long as he stays in Europe!

FINDLAY, OHIO, was my first stop—a friendly little city, way off the general lecture circuit—but with a very special reason for having me talk there. It seems that the young ladies' auxiliary of the Findlay hospital had gotten into an unholy hassle about the price they were being charged for ice—and, in a final burst of indignation, resolved to raise the cash to buy their own ice-making plant. They aimed to corral a speaker who just possibly could coax their husbands into the high-school auditorium with them, and decided I might be lowbrow enough to fill the bill. This was a challenge I wouldn't think of refusing. And believe it or not, those dauntless ladies sold 1,700 tickets at a dollar and a quarter each—the greatest miracle performed in Findlay since the night of February 20, 1893, when Playwright Russel Crouse made his debut before a small but select group of relatives and obstetricians across the street from the Phoenix Hotel (then called the Commercial House) and Remained to Be Seen by the world in general and Howard Lindsay in particular. Just before I left Findlay, the ice company offered the hos-

pital folk some belated concessions, but the ice-making machinery was already on order, and the ladies were in a most unforgiving mood.

ONE OF THE FINDLAY DOCTORS told me about a patient of forty who discovered she was going to have a baby, and broke into loud lamentations. "I have sons of nineteen and eighteen away at college," she wailed, "and I certainly don't want another baby at this stage of the game." "You have nothing to worry about," soothed the doctor. "Forty is a good age for a mother to bear a child. I promise everything will go smoothly." "It's not the baby's birth that's upsetting me," the patient announced vehemently. "What I simply cannot face is the thought of going through that whole routine with the Parent-Teachers Association all over again!"

JOHN MAXWELL, one of the most erudite bookmen I have met in my wanderings, and Wes Thomas, of the Findlay Printing and Supply Company, were hovering over Blanche Firmin when I called. Mrs. Firmin was busy autographing copies of her new cookbook, "Peggy Put the Kettle On," and never have I seen an authoress enjoy herself more thoroughly. Her son, John, was with the FBI for five years. He was on Beacon Hill, Boston, on a case, when one of the bluebloods asked him where he hailed from. "Findlay, Ohio," said Firmin. "Ah, yes, Ohio," said the blueblood thoughtfully. "I was there once. My plane had to make a forced landing on the way back from Santa Barbara." Firmin's stock went up when he reminded the Bostoner that Findlay was the scene of William Dean How-

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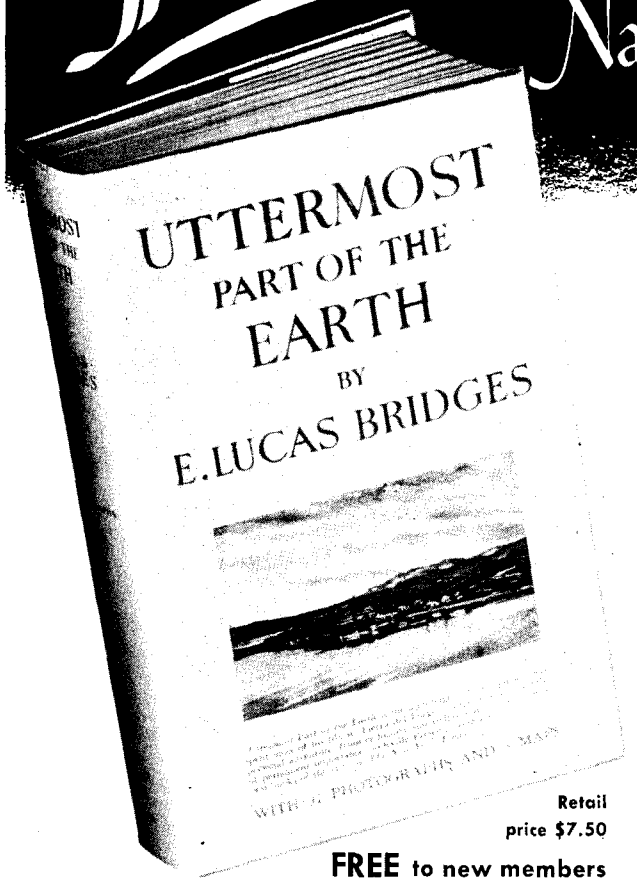

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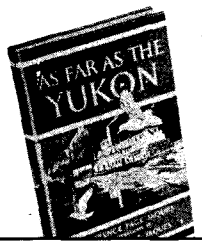

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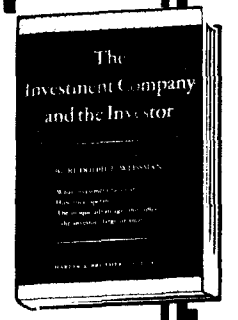

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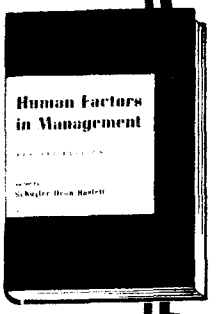

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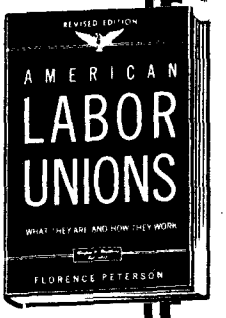

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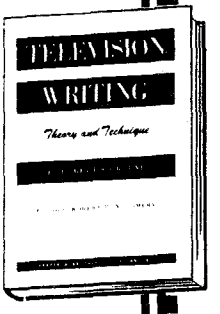

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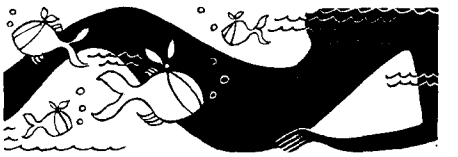
ells's "A Hazard of New Fortunes"—the story of one of the earliest gas booms in the history of the country.

OTHER CITIES on my itinerary were Huntington, West Virginia, where Page Pitt and John Brown of Marshall College were wonderful hosts; Fort Wayne, where the American Booksellers' Association's retiring president, Allan MacMahon, gave a dinner for me that I will long remember (neither Allan nor Viola MacMahon can explain why the fabulously successful store they have owned for over thirty years is still called "Lehman's"); and Cleveland, where Ben Zevin outdid himself with a party that included scions of the houses of Taft, Lausche, Howard, Udin, Newman, Kadish, Bellamy, Klein, Lawrence, and comparable Ohio dynasties. In Toledo, I was taken to the home of Allen Saunders (creator of the comic strip "Mary Worth") by Mrs. Flora Hineline, her daughter, and Billie Burke Bunting, signed a great number of books, including some of my own, for Helen Tiffany and Fern Kettel at Lamson's, and heard tell of the famous municipal art museum and library from Bob Franklin and Paul Block, Jr. There had been some excitement at the library that very day, in fact. A German carpenter raised heck because nobody could find a catalogue entry for a book he had heard about called "Canning Cherries and How to Get the Seeds Out." It developed that the book he was seeking was really named "Caning Chairs and How to Get the Seats Out."

The peppery Mrs. Hineline contributed the story of a lady who loved goldfish so dearly she kept the tub filled with them in her bathroom. "But what do you do with the goldfish when you want to take a bath?"



asked a friend. "Oh, when I bathe," was the explanation, "I simply blindfold them."

I MADE A SPECIAL FLIGHT to Mason City, Iowa, at the behest of my friend Earl Hall, popular editor of the *Globe-Gazette,* who has spent more days aboard U. S. battleships in the past two years than many an admiral I could mention. We were served dinner by Ernest Kuhn, who used to preside over the Tavern Club in Chicago. "How that Carl Kroch could tear into an apfel pfannkuchen," reminisced Kuhn happily. Two suburbs of Mason

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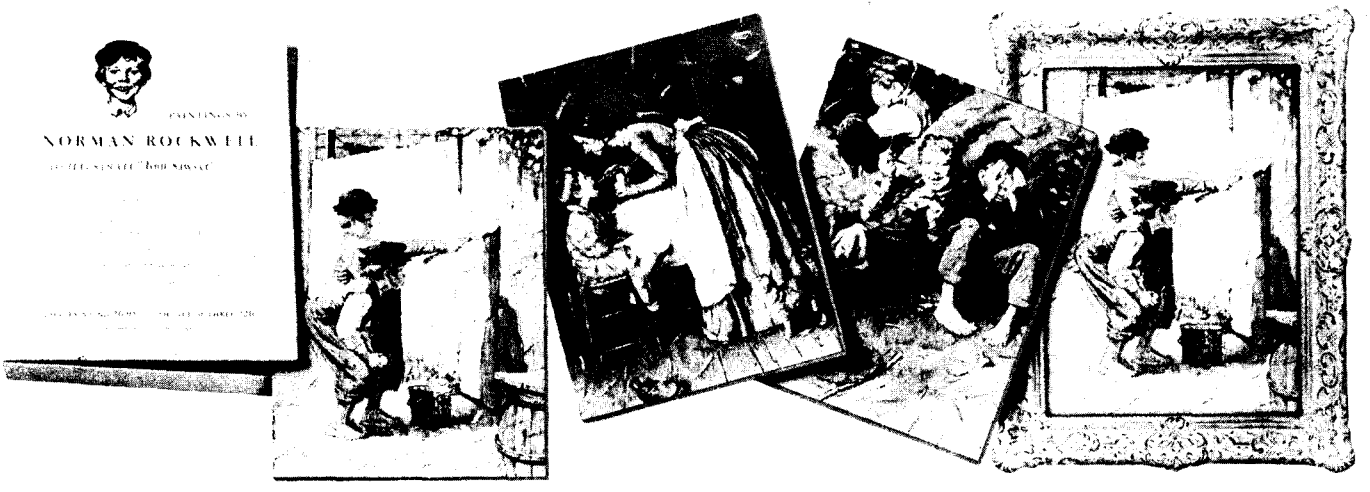

BECAUSE we are offering you a $20 set of Norman Rockwell's paintings as an inducement to obtain a Trial Membership in The Heritage Club *at this time,* we had better tell you something about them:

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Facsimiles have been created in this fashion before, of some of Norman Rockwell's famous paintings: notably his paintings of The Four Freedoms. We would present *those* to you, if we could! But we can't, for the right to reproduce them doesn't belong to us. However, we do have the right to reproduce Norman Rockwell's paintings made to illustrate *Tom Sawyer;* for they were made for the now-famous Heritage edition of the book.

WE HAVE NOW TAKEN three of them (the original oils are in the possession of the Mark Twain Museum) and have created facsimiles which are four times larger than the plates in the published book. Each is twelve inches across by sixteen inches long! Each will be sold in the shops for $6.95; the set of three will be sold for $20.

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A cryptogram is writing in cipher. Every letter is part of a code that remains constant throughout the puzzle. Answer No. 448 will be found in the next issue.

HB SMWIHJ DHBK YGW

WV OKDHEPIBMD, YPL

OHO IPK SMWIHJ BDL

IV IPK JHIL GW WVVT

GW PK JVMDO BHTO G

JHIL IV BDL IV GTO

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Glance again at the lady above. Miss Opsahl is a capitalist simply because she's a *stockholder:* a small one, granted, but one of 13,500 who own General Mills.

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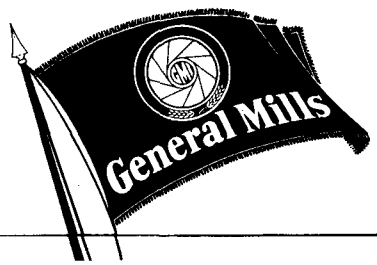

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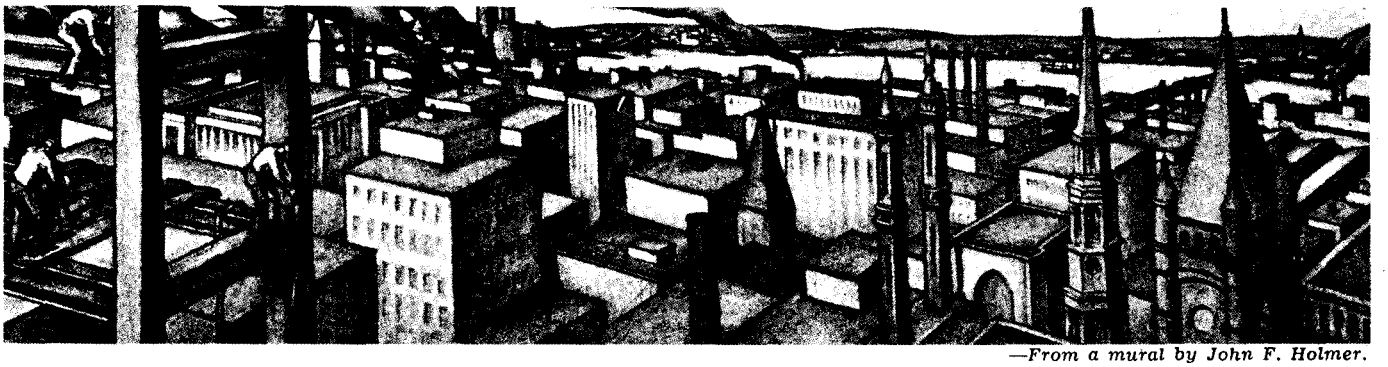

—From a mural by John F. Holmer.

The Businessman in America

1. The Writer & the Entrepreneur

LEO CHERNE

Leo Cherne

FOR TWO generations the American writer has helped shape America's view of its businessmen. Frank Norris and Upton Sinclair, Theodore Dreiser and the early Dos Passos painted their portraits of the businessman in varying shades: greed, lust, massive brutality, public indifference. The later portraiture by Sinclair Lewis cut down the titan's stature, diluted his raging passions, and reduced him to a boor. Lewis's hymn-singing Rotarian was not especially predatory; he was practically harmless, but bleak as a prairie after dark. Babbitt's victim was not Man but Culture. It was not until the black Thirties that the most violent colors were brought back, and the most acid portraits of all emerged.

As with all caricature, each succeeding portrait contained its strong element of truth. A pioneering civilization placed a premium on arrogance, bloodshed, ruthlessness. Westward-flowing America both hated and deified the mountain-moving titan, the land-grabbing railroad-builder, the gold-hungry miner. These, in turn, gave way to commerce, the vulgarity of trade, the novelty of freshly acquired wealth, the insecurity of recent success. The nouveau riche is never pretty.

Even those who write for businessmen are also capable of the same caricature. *Fortune* magazine in its 1934 article "Arms and the Men" drew a portrait of the businessman-warmaker that dwarfed the problem of war and peace into the shape of Sir Basil Zaharoff and a handful of sinister international arms merchants who profited from death and provoked war to increase their profits. Indeed, the shadow of Karl Marx occasionally fell as heavily across the pages of *Fortune* as it did on the early James T. Farrell.

The proletarian novel and "agit-prop" drama of the Thirties enlarged the stereotype. The heroes were exploited labor; the enemy, as in Clifford Odets's "Waiting for Lefty," an anonymous goon. This passed, too, and Mary Heaton Vorse was followed by Frederic Wakeman and Budd Schulberg.

Wakeman's businessman was the ruthless merchandiser. But his giant no longer thrived by denying others; instead, he grew fat by gorging others with things they could well deny themselves. Schulberg recognized, as had other writers, that Hollywood was the last frontier of the Babbitt-tycoon, the last stronghold of the fantastic, the vulgar, the earth-shaking. But Schulberg's "Sammy" added new elements to the portrait—understanding and human motivation. Ironically, it was F. Scott Fitzgerald, one of the writer giants of the Twenties, who most successfully and sympathetically mirrored the movie magnate in his uncompleted novel "The Last Tycoon."

IN THE mid-Forties the businessman in literature was beginning to acquire a third dimension. The stereotype was crumbling. In place of the cartoon we were beginning to see a full-bodied image. J. P. Marquand's businessmen are neither good nor bad, deep nor shallow, greedy nor selfless. They are men of human weakness, men who seek and are lonely, acquire and are empty, who grow and are frustrated, die and are forgotten. The businessman has finally been given citizenship in the human family.

A generation of welfare state, more than a decade of prosperity, a nation's enormous respect for industry's war output, have mellowed the portrait. The growth on the American scene of a power recognizably greater than business — namely, government — has hastened this evolution.

Companion to the impact of government on both the businessman and the writer's view of him was the change in labor's status. America has verbally rejected the Marxist class struggle. Yet its literature has nevertheless been influenced by the concept. All the voices of social protest, in their horror at pov-

Leo Cherne is executive director of the Research Institute of America.

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erty, exploitation, child labor, unemployment, sharpened their knives on the antagonist—business. Roosevelt's cry of "economic royalist" struck a responsive chord in the convictions of a depression-ridden populace.

To the writer the unions were fighting for all that was just and decent. Classic underdog in industrial society, the labor leader saw himself the champion of the oppressed, savior of the poor, emancipator of the exploited. And the artist shared this view.

Then the realities changed. The Wagner Act gave status and power to labor, and led to occasional abuses of both. The New Deal brought favor and recognition—and a frequent political bonus. Industrial unionism achieved strength, and industry-wide bargaining was followed now and then by industrial paralysis. The poor and exploited declined in number as the welfare state and the labor union grew. And the time came when some labor leaders were heard to echo Vanderbilt's cry of "the public be damned."

COMMUNIST capture for a time of a sizable portion of the CIO; the egomania of a John L. Lewis; the brutal corruption and arrogant destruction of men by the dock unions; utility strikes that paralyzed entire cities—these and other incidents dimmed the memories of Gastonia, Centralia, the New York sweatshops, Colorado's death pits.

The labor leaders fast outgrew the ruffian strategies. John L. Lewis lived in a mansion in Virginia. David Dubinsky and Sidney Hillman held a power in their hands greater than that of the largest business in their industry, and used it to achieve industrial harmony.

In the case of a Harry Bridges, a Mike Quill, a Joe Ryan, a John L. Lewis—whatever the relationship between their power and injustices still to be remedied—the public mind perceived insolence, violence, paralysis. When Clarence Darrow defended Eugene V. Debs in the struggle against the Pullman Company justice and virtue were simple things, and the labor leader was on the side of the angels, and the writers wrote their hosannas. Now the writer began to desert the labor leader for more fertile fields of protest.

Almost a generation has passed since blood flowed before Republic Steel, since Harry Bennett's thugs bloodied the then unknown features of Walter Reuther. Much has happened in this generation.

In the Twenties or Thirties the reformer-economist Stuart Chase would have found it impossible to write his sympathetic 1947 portrait of Standard Oil of New Jersey. Now the entrepre-

(*Continued on page 37*)

2. *Just What Is America?*

LEWIS GALANTIERE

Lewis Galantière

NINE men were gathered round an oblong table in a room in New York's Waldorf Astoria Hotel, each with a microphone before him, in the middle of a good-size room. At the head of the table sat the moderator, Paul Hoffman. Framing those men in a hollow rectangle, more than a hundred leaders in different walks of life—businessmen, editors, union officials, educators—sat on stiff ballroom chairs. The nine talked; and the hundred-odd sat in absorbed silence from 9:30 in the morning until 12:30 and again from two o'clock until nearly five. The audience were not chained to their chairs. They were free to drift out at any moment. But they listened and they stayed. That, as any Broadway manager will tell you, is a production!

What was it that accounted for the success of that production? We who sat round the table cannot flatter ourselves that our unrehearsed dialogue was exactly Shavian in wit and sparkle. On the contrary, it was, I think, the unpretentiousness and purposefulness of the performance which won for the actors the concentrated attention of their audience. An element of novelty, meanwhile, may have been provided by the cast of characters. Perhaps for the first time in America businessmen and intellectuals were having it out around the same table. Walter Wheeler, of Pitney-Bowes, Inc., who actually deals with labor, could argue with Professor Frank Tannenbaum, who has "merely" written a brilliant book about it. Chester Barnard, who, before he became president of the Rockefeller Foundation, had built up and presided over a great telephone company, was there to retort to Peter Drucker, who is on the fringe of business as a management consultant. Or, to take it from the other end, Russell Davenport, who has for years urged the corporation's moral and cultural responsibility to the community, could interject reminders when the businessmen started to go off the rails. Harry Gideonse, president of Brooklyn College, could sketch the historical background, and Erwin Canham, editor of *The Christian Science Monitor,* could point to the moral foundations of the topics advanced for discussion. And Paul Hoffman could tackle anybody and throw him.

THIS give and take was worth listening to. But what held that audience of busy men spellbound (the word is not too strong) was the subject under discussion. Every man present had been stirred by the Communist challenge to our society, and prompted by his own experience of our evolving capitalism, to ask himself, "What is this twentieth-century America of ours? How do we define ourselves? How do we describe what we have now added to the foundations laid by the Fathers of the nation?" These were the very questions which—as Paul Hoffman said, "with great humility," —the round table was about to examine. Most of all, then, the production was a success because these are irresistibly fascinating questions and they were discussed by men each of whom, in his own way, had some title to speak on them.

"Discussed" I say; I shall not go so far as to say "answered." For as James Webb Young writes in the introduction to the record of the session held last April under the auspices of the Advertising Council, and now published in book form, "no one round

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Lewis Galantière, editor, author, critic, and translator, was guest editor last year of SRL's *"America and the Mind of Europe" issue.*

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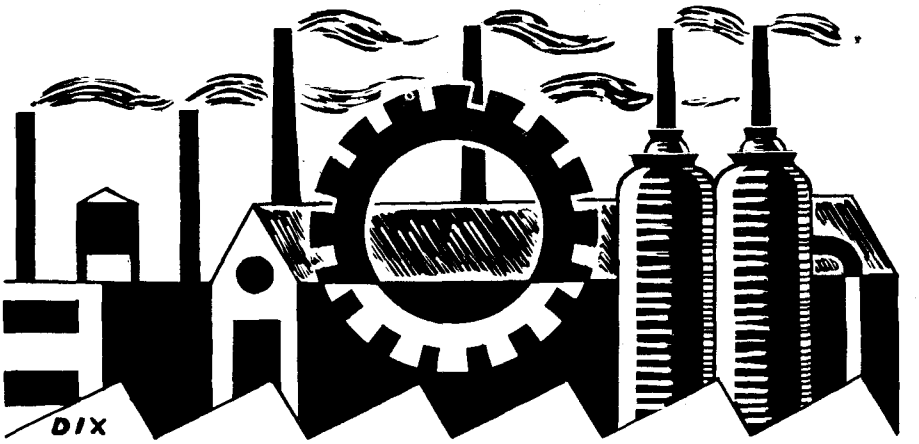
table group, after only one such meeting, can speak with finality."* The round table was not a bench of bishops met to hand down dogma. If it had been it would have been dealing with the wrong subject; for American society is not possible of blueprinting. Its goal is "life, liberty, and the pursuit of happiness." Its core is the human being, not some artificial end-product devised in accordance with the elegant logic of a Plato, a Hegel, or a Marx. In other words, it is dynamic, a never-good-enough society. On this all were agreed; and there was no dissent when Dr. Tannenbaum attributed our progress to "unconscious commitments" rather than planning, and added: "I am not at all sure that a conscious philosophy of society is a good thing. I would be prepared to argue that it was a sign of weakness."

A NUMBER of members of the round table had prepared summary statements of what they considered to be the basic elements of the American society. Cast in the form of propositions, the substance of the statements served the panel as a kind of agenda. Now the interesting thing that developed was that it turned out to be impossible to argue about those propositions except in moral and philosophical terms; and it was this, unquestionably, that heightened the note of excitement that prevailed. The audience sensed from the beginning that what the round table was concerned with was a moral system illustrated by material phenomena. The importance of this cannot be exaggerated. It meant that the panel was taking up the fundamental challenge which other peoples have flung down before us, namely, that we give evidence of our moral fitness to assume the leadership of the free world which history has thrust upon us.

This approach was of course explicit in the first proposition—that America is a religious society governed by a secular state; a proposition sustained by the argument that we set Man higher than the state, and that if you attach worth to the individual (as we do) it can only be because you regard him as God's creation. But it was clearly implicit in every other proposition advanced. For example, when Mr. Canham declared that we who boast of our individualism display, at the same time, a sense of responsibility to the community, an

*BASIC ELEMENTS OF A FREE DYNAMIC SOCIETY. By Chester I. Barnard, Erwin D. Canham, Russell W. Davenport, Peter F. Drucker, Lewis Galantiere, Harry Gideonse, Frank Tannenbaum, Walter H. Wheeler, Jr., and Paul G. Hoffman. New York: The Macmillan Co. 91 pp. $1.

(Continued on page 39)



3. The Changing Face of Business

ELMO ROPER

—Fabian Bachrach.
Elmo Roper

A GOOD many misconceptions are widely cherished these days as to how the people of this country feel about what we loosely call "business." These misconceptions are important to all of us because ours is fundamentally a business civilization, and America is often called, and properly, a nation of entrepreneurs. More people in our country want to own a business of their own than could dream of such a goal in any other country. The desire to be one's own boss is a real and compelling one—though the advantages of that condition are more discernible to the American who is not now his own boss and its disadvantages more discernible to the one who is already his own boss!

Although this ambition to own one's own business remains as strong as ever, during the past few generations profound changes have been taking place in America's industrial structure. From a nation of farmers and owners of small businesses we have evolved into an industrial nation increasingly dominated by corporations of tremendous size. We have seen it become more and more difficult for the American who wants to be his own boss to follow in the footsteps of his forefathers. We have had forced upon our consciousness the very great economic power which accrues—indeed must accrue—to large corporations. We have even seen some evidences of the occasional glaring misuse of that power. Mass production with resulting lowered costs, scientific research on a large and expensive scale with resulting better products, the opening of new employment frontiers as a result of vast combinations of inventive genius, capital, and productive skill—all these have been accompanied by some instances of monopolistic abuses, of unfair practices against competitors, of combinations in restraint of trade, of unwarrantedly high prices, even of outright thievery and defiance of the laws of the land.

The relationship between "business" and the general public in the United States has been long and close, but it has not always been cordial. Fifty years before the New Deal, theatre audiences hissed landlords who foreclosed mortgages, while on the other side Commodore Vanderbilt was certainly not the only businessman who said, "The public be damned."

But times have changed, and businessmen have changed with them. Or maybe one should say that as businessmen have changed, public attitudes toward business have changed. The black-and-white extremes of those generations

(Continued on page 40)

As a market consultant, Elmo Roper conducts surveys of public opinion on a wide variety of problems for industry.

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The USA & The World.

After its defeat of Spain fifty-odd years ago the United States, to the surprise of most of its citizens, found itself a world power. After its contribution to the defeat of Germany in 1918 *the United States, again surprisingly, found itself one of the five great powers. With the fall of Germany and Japan in* 1945 *the United States found itself one of just two great powers. The change from relative isolation and second rank to world leadership has been so rapid that it is difficult for many Americans to understand how it all happened, much less adapt their patterns of thought to accommodate their new responsibilities. This, certainly the most burning issue of our time, is approached in the books reviewed below, historically in William L. Langer's and S. Everett Gleason's "The Challenge to Isolation," polemically in "The Pattern of Responsibility," based on the papers of Dean Acheson, and "While You Slept," by John T. Flynn.*

International Commitments

THE CHALLENGE TO ISOLATION, 1937-1940. By William L. Langer and S. Everett Gleason. New York: Harper & Bros. 794 pp. $7.50.

By Adolph A. Berle

AT THE close of World War II one current of political thought accused President Roosevelt and "internationalists" of "plotting" to involve the United States in that conflict. It was this, perhaps, which induced the Council on Foreign Relations to propose, and the Rockefeller Foundation to finance, the research of which this able history, scholarly and thrilling, is the first fair fruit.

> The plan called for an extensive, scholarly history of American foreign policy in the period just before and during the Second World War, in the hope that a thorough analysis of all the circumstances and developments would aid the American people in understanding and evaluating the historical forces underlying past and current problems.

Two extremely able Harvard historians, William L. Langer and S. Everett Gleason, essayed the adventure. Both had experience in foreign affairs. Langer had written the history of American relations with the Vichy Government of France; Gleason, a historian in his own right, shares the scholarly tradition of his great father-in-law, Wilbur Cortez Abbott. They have written the first substantial history of American foreign relations in World War II from 1937 to 1940.

They had at their disposal most of the evidence likely to be available for some years to come, including State Department files, the Roosevelt papers at Hyde Park, unpublished papers of many contemporary figures, as well as the captured files of the governments of Germany and Japan. Partial documentation was available from British and French sources. Some American military files and the Soviet documents have not yet borne witness. When they do, a new history will be written; but until then Langer and Gleason have written the standard, authoritative American work. Their verdicts will command respect.

These verdicts answer some mighty questions. Why Stalin's fateful pact with Hitler in August 1939? The evidence indicates he decided on it in July, fearing a British-German pact turning Hitler eastward, and wishing to push his western frontiers farther out. When Hitler invaded Poland in September did he believe the British and French would fight? The historians find he did not—the greatest mistake of modern times. It led to World War II, to Germany's defeat, and to Hitler's eventual death in the Berlin bunker. A subsidiary verdict—that Stalin also thought the British and French would not fight—seems more debatable. The Hitler-Stalin pact necessarily brought German and Russian military lines face-to-face. Danger to Russia was inescapable; it would be minimized if Britain and France attacked Germany from the west should she move against Poland, and certainly the Kremlin expected him to move. Had Stalin believed the pact would paralyze the West, he would then face the German armies alone. One can only speculate. The Russian records which might answer the question are not yet open. Stalin, the authors think, did not want World War II—merely Russian aggrandizement. No doubt; but the Kremlin could have had few illusions.

In the United States modification of the neutrality laws towards "cash and carry" in 1939 was not a move towards war but to strengthen the maneuvering position of the United States—the isolationists not helping much. A sound move was taken in drawing the American hemisphere together through the Conferences of Lima and Panama, and later through economic measures, but the book does not go deeply into Western Hemisphere matters. American sympathy for Finland in the Winter War resulted in only "moral aid" since Congress was resolved to avoid involvement—"We were suffocated with sympathy," one Finnish statesman remarked. So Cordell Hull refused practical aid; he had not the votes, and he could not see the end of that trail.

The historians comment on the "naive aberration" of Americans in 1940 that they could join in organizing the peace without participation in the war. True, though this was part of a desperate search to see if peace were possible during the period of the "phoney war." Sumner Welles went to Europe to find out. The verdict finds the mission useful: it shattered American illusions that peace could be made by compromise.

The German seizure of Norway in March 1940 comes up for review. The authors find Hitler invaded because he rightly thought the British intended a similar move. Certainly Churchill and the French planned intervention, and this touched off the German attack. But Churchill not un-

A. A. Berle, Jr., a member of the New York law firm of Berle, Berle, Agee, and Land, served as Assistant Secretary of State from 1938 to 1944 and as Ambassador to Brazil in 1945 and 1946.

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foundedly believed the Germans would move in this direction eventually—and he had better be there first.

The great American crisis, as these historians conceive it, came in 1940. Should the United States have promptly abandoned neutrality when France fell in June 1940 and Britain stood alone? The finding is that abandonment of neutrality perhaps was politically possible—a "might have been" not capable of proof. Instead, the Administration stepped up war mobilization — the authors believe Roosevelt lacked decision up to this point, and even then exaggerated Congressional hostility. Belated justice is done to Louis Johnson, who has had less than his deserts in current politics. He effectively expedited and organized the rearmament work, but was displaced at the War Department by the entrance of Stimson and Patterson (a splendid pair of public servants) because policy called for Republicans in that Department. Judgment is rendered: the country would not have supported our entrance into the war and

> hard though the seemingly wilful blunders of the American people may have been . . . it would appear that on balance the decision of the President and the country, however motivated, was probably the most advantageous one for the democracies in the long run.

The policy adopted was that enunciated by the President in his famous Charlottesville "stab in the back" speech: all aid to the democracies, short of war. The President faithfully followed this for many months. "Nothing in the evidence suggests that the President had even the faintest desire to see the United States involved in this war."

His much discussed message to Paul Reynaud on June 10, 1940, went no farther than the Charlottesville formula, though Churchill stretched it in a desperate attempt to put heart into the faltering French. The authors are right. President Roosevelt knew what war was, and its unpredictable consequences; he canvassed every way of not crossing that fateful threshhold.

German tentatives for peace with the West came in the late summer of 1940. Hitler, the record shows, decided in July to attack Russia and was for a British settlement. This reviewer and others suggested finding out what they had in mind. The context—not available to the authors—was the Army viewpoint, eventually embodied in the Staff Planners' decision that Britain could not hold out and that American assistance to her be stopped, lest it fall into German hands. Had that decision stood, diplomacy was the only open line. The President overruled the Staff Planners rightly, as the Battle of Britain proved. God and British airmen know how desperately thin the margin was.

Now national safety left little choice. The line was crossed in the so-called "Destroyer Deal." The United States gave fifty over-age destroyers to Britain, who ceded naval and air bases to us in the Caribbean and Newfoundland. The historians pay tribute to the initiative of the Committee to Defend America by Aiding the Allies, and its operating brains, the Century Group (of which Secretary Acheson was a member). When in August 1940 the deal was done Churchill ringingly announced the end of neutrality, and even American isolationists joined in acclaiming the result. The verdict:

> The destroyer deal was at least as much the achievement of private effort as of official action, and it should be viewed as a truly popular national commitment to share in the conflict against Hitler to the extent required by American security.

An extent not ended with Hitler's defeat. An extent to which metes and bounds have not yet been set. An extent increased by the range of far-flung fighting wings, whose length and breadth must take account of atomic bombs. A commitment which could not be avoided, and can not be laid down. A rendezvous, in fact, with destiny.

Foreign Policy

THE PATTERN OF RESPONSIBILITY. Edited by McGeorge Bundy from the Record of Secretary of State Dean Acheson. Boston: Houghton Mifflin Co. 300 pp. $4.

WHILE YOU SLEPT. By John T. Flynn. New York: The Devin-Adair Co. 192 pp. $2.50.

By Lindsay Rogers

WHEN, some months ago, McGeorge Bundy and Houghton Mifflin Co. decided to give an account of Secretary of State Acheson's stewardship in his own words, they must have wondered whether the publication date would find Mr. Acheson still in office. They could hardly have dared hope that his standing with Congress would be higher. Yet this has happened and for a reason that does no credit to the Congressional critics who have given grudging praise: the impression that Mr. Acheson made on the large television audience that saw him presiding over the San Francisco conference on the Japanese peace treaty and being tough with the delegates of the Soviet Union.

Those who read the materials that Mr. Bundy has assembled will be impressed by the whole of the "central public record" of the Secretary of State from January 1949 to August 1951. The method of presenting that record is mainly by direct quotation from speeches, press conferences, and testimony before Congressional committees. This does not give a complete account of American foreign policy, which would include "the public record of the President, of military and Congressional leaders, and of many private citizens." Mr. Bundy has omit-

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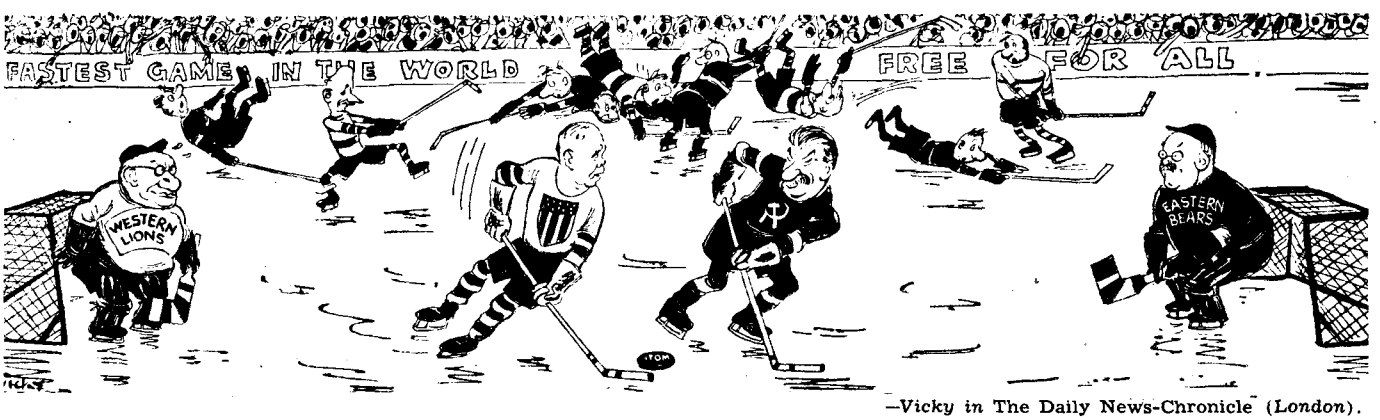

—Vicky in The Daily News-Chronicle (London).

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ted, condensed, rearranged, and has divided the Secretary's record by subjects: The Office and the Man; The Soviet Threat and the American Response; The Atlantic Community; The Great Debate on Troops to Europe; Germany; Spain; The Southern Flank; The Far East Before Korea; Security and Loyalty in the Department of State; and Korea.

By and large, Mr. Acheson's public record as revealed in these pages is one that he can be proud of. Even bigoted critics will have to admit that he has a better intellectual equipment than any Secretary of State since Elihu Root; that his character is spotless; that his ideals of public service and of the restraints that ex-public servants should impose on themselves are high; that the views he holds are clear, and that he can state them eloquently. Mr. Bundy is no blind partisan and differs with the Secretary on a number of points, notably German rearmament and the handling of the Department's loyalty and security policy. He also has doubts about manner and method, as have the Senate committees, which resented the effort to ignore them on sending troops to Europe; think that confidential briefing sessions give them no more than what they read in the newspapers; look upon the "consultational process" as only informational since action sometimes follows within an hour, and chafe because the able advocate seems too zealous in maintaining that at Foggy Bottom fumbling and error are non-existent.

Mr. Bundy is correct, I think, when he says that, although public statements and speeches are "thin and a little wooden when they are lifted from the scene of action and imprisoned in bound volumes," Mr. Acheson's utterances have "a high specific gravity." But these three hundred pages are culled from a "massive bulk of wordage." Has Mr. Acheson ever reflected that perhaps he has talked too much for public consumption? No Canadian, British, or French Bundy could compile such a voluminous record for his foreign minister. Mr. Acheson must testify before Congressional committees. Other foreign ministers speak to their parliaments, but they are reserved in press conferences and public speeches and their undersecretaries and ambassadors (generals and admirals too) are far less loquacious than their opposite numbers in the United States. I am not suggesting secrecy on policy but only care as to how policy is stated. "Political speeches cannot always be the subject of exact analysis," wrote an able historian of the Paris Peace Conference. "They necessarily possess a vagueness and generalized aspect which unsuit them for diplomatic interpretation." The writer was referring to Woodrow Wilson's speeches and their imprecision in respect of the terms that he envisaged for the peace settlement.

—*Acme.*

Secretary of State Dean Acheson—a "public record . . . he can be proud of."

Certainly Mr. Acheson must have wondered many times whether his speech to the National Press Club in Washington in January 1950, defining the "defensive perimeter" that we thought vital and failing to mention Korea as an area of strategic concern, encouraged the North Koreans and their Soviet backers to believe that an attack on South Korea would find men in Washington protesting and wringing their hands but doing nothing more. Mr. Bundy's comments are sometimes severely compressed and his explanation on this point will not satisfy those who believe that the speech may have misled intending aggressors. Acheson's reply was "that the situation as it developed showed the accuracy of what he had said. Korea was not a part of the American military perimeter; it was part of the 'commitments of the entire civilized world and the United Nations,' and the question that was raised on June 25 was not a question of American military defense but a question of world peace." A more precisely worded speech would have said just this.

Mr. Bundy announces that he is willing to "take a chance with history and bet that Mr. Acheson will be listed fifty years from now among the best of our American Secretaries of State." Perhaps. But before they do the listing the historians will consider two matters on which this public record is largely silent.

In September 1950 the Security Council voted on whether it would hear a representative of the Central Peoples Government of the Peoples Republic of China (to give that Communist state its full designation). The USSR was a voluble advocate, but there was a widespread and well-founded suspicion that it would be discomfited if it won. Yugoslavia and India, quite plausibly, joined with the Soviet Union, but so did the United Kingdom, France, and Norway. Ecuador and Egypt abstained. Nationalist China, Cuba, and the United States opposed. They, although in a minority, were the *major pars* because seven affirmative votes were necessary to extend the invitation. But who would maintain that the six governments did not include the *sanior pars* of the Security Council? As La Rochefoucauld said, "it is a great folly to wish to be wise all alone." The State Department feared Senatorial criticism if it joined the *sanior pars*, but it could have easily arranged to be voted down. Had that happened negotiations at Lake Success might have prevented the entrance of the Chinese Communists into the Korean War. We negotiate now, after a rush to the Yalu River, a disastrous military defeat, and additional months of bloody warfare.

Nor is this "public record" revealing on what many have thought was, on occasion, an unnecessary subservience to the Pentagon. More specifically, there is no evidence that the Department made an effort to prevent its

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functions being taken over by General Douglas MacArthur; that it heeded the cautions of our Allies, or that (at the Wake Island Conference, for example) it warned of the dangers of a bolt across the parallel, or had any political program, save "free elections" as soon as possible, in the event that North Korean resistance ceased. Later, in defending itself in the grand inquest on the removal of General MacArthur (it should have been the plaintiff) it allowed hostile Senators to push it into positions more extreme than it wished to take. Whether Mr. Bundy wins his bet with history will depend on how historians eventually view these transactions in the light of their bearing on our future relations with China.

Before this "public record" begins Mr. Acheson had little to do with American policy toward China. During his service as Assistant and Under-Secretary of State (1941-47), he was largely occupied with other matters, but he was in on the consultations that led to the Marshall mission. Mr. Flynn's book has a simple explanation for what has happened in China and for the amazing irony that, five years after having defeated Japan and forced her withdrawal from the mainland, the United States felt it necessary to rehabilitate the island kingdom as a bulwark to guard against aggression from the continent.

* * *

MR. FLYNN'S charge is that it is all the result of a plan "laid in Russia" and carried out "in the United States by Americans, and by only a handful of Americans"—some traitors, some pro-Communists, most of them dupes of "abler and more designing men or of their own shallow and muddled minds." The Americans in question were young State Department officials who reported on the corruption and inefficiency of Chiang's regime and thought wishfully that the Communists might be no more than "agrarian reformers"; writers of books that took the same line; the editors of literary journals who gave them to sympathetic reviewers and chose critical reviewers for the books (less numerous) that were not in step; those in Hollywood who, during the period when the American armies were not ready and Stalin was killing enough Germans to give us time, produced films designed to make American audiences like rather than hate their Soviet ally; broadcasters who put "poison in the air"; and the anti-Chiang and pro-Mao writers who infiltrated the Institute of Pacific Relations and who produced the magazine *Amerasia*. Thus the way

(*Continued on page 62*)

Fiction. *This is one of those rare weeks which bring several new novels by writers whose reputations are enough to stir great expectations. Back in 1936 a California rancher named H. L. Davis won the Pulitzer Prize for a sprawling tale of Pacific Northwest life, "Honey in the Horn"; now he has another story of the same country that seems destined to enhance his reputation, "Winds of Morning" (see below). Josephine Pinckney, veteran chronicler of Charleston mores, strays a little from her customary scene with intriguing results in "My Son and Foe" (page 17). That English mistress of exotic settings, Ann Bridge, has a pleasant, informative, and even suspenseful story about the birth of modern Turkey in "The Dark Moment" (page 18). Frederick Buechner, the Lawrenceville teacher who won acclaim two years ago for his Mandarin-styled first novel, "A Long Day's Dying," repeats, if he does not improve, his performance in "The Season's Difference" (page 18).*

Epic Innocence of the West

WINDS OF MORNING. By H. L. Davis. New York: William Morrow & Co. 344 pp. $3.50.

By HOWARD MUMFORD JONES

IN "Winds of Morning" H. L. Davis recurs to the Columbia River country, which he has annexed as his own, to tell a tale, the elements of which are compounded of Western fiction, a mystery plot, and a book about nature. However frayed these elements, Mr. Davis blends them well and handles them freshly, the defects of the novel, so far as they exist, arising less from the familiar elements of the pattern than from a mild failure in control.

The story is initiated and told by young Amos Clarke, assistant to the sheriff, witness to the unintentional killing of Piute Charles by Busick, the villain of the piece, whose language rises to such lyrical heights as: "the damned Bible-backed, louse-bound pack of pups!" Busick is cleared of a charge of manslaughter by a "town" jury, to most of whom he owes money and who, in the opinion of Clarke, don't propose to put their debtor in jail where he can't earn anything. But this begins the unraveling of a far more complex web of good and evil. In this unraveling the young sheriff's officer becomes less a participant and more a spectator as the novel comes to focus upon Old Hendricks, beloved by the author as the embodiment of the traditional virtues of the Old West.

H. L. Davis—"range and variety."

To say that Old Hendricks is the Old Cattleman of "Western" fiction is to do him considerable injustice. He is, like that familiar type, the natural philosopher. He seeks to uphold the instinctive moral law, far superior to town-made law which mostly goes astray, as when he says: "Everybody gits into foolishness sometimes. You've done it, and so have I, and we're workin' out of ours without any harm done. That's the way it used to be with everybody, and that's how it ought to be now." But there are deeper layers. By and by, he appears as the Wronged Father. A daughter once brought a charge of attempted incest against him; now this same daughter is the center of the corruption of the area, yet Old Hendricks does all he can to get her to tell the truth about her guilty deeds in order that the innocent may not suffer. This he accomplishes by the force of love. Says the narrator at the climax: ". . . it was the consciousness of being loved that had finally started her crying: not guilt or remorse or fear, but being made to see

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how far she had fallen short of what she had been loved for to begin with: the failure, the waste, the desecration."

Language of this order is that of the novelist speaking. Amos Clarke, in his own person, is more likely to write: "His daughter was crowding thirty and still unmarried, not because she was unattractive, but because the marriageable young men in town could never feel sure how closely related to them she might turn out to be if her old lady ever took a notion to start belching things up from the past." This is the tone of sardonic amusement common in Western novels since the time of "The Virginian." But Clarke speaks not only this language and that I have noted in the last paragraph, but also a third style—that in which he describes the natural phenomena of the Columbia River Basin, a style so remote from the cadence of his usual manner as to be quite foreign to it. For example,

> There were never any stems or foliage to rock roses, nothing but the flowers, their delicate apple-blossom-pink petals contrasting so startlingly with the coarse conglomerate they had emerged from that they had the look of having been torn loose from their stems and scattered on it by mistake.

This is sharply seen and cleanly said, but it is not the language of an assistant in the sheriff's office.

The pace of the book is slow, which is proper enough. Mr. Davis is so fond of Old Hendricks as a philosopher that he cannot bear to shut him off. The general theme—the epic innocence of the Old West against the chicanery of the town—is nothing new. But the book is replete with acute visual observations and with observations on character. There are vivid little pictures of persons momentarily seen and tossed aside, like the jailer who reads a novel and chews kidney pills, one to every three pages, but he "was a slow reader, so the pills didn't hurt him much." There are admirable vignettes "on location," a young Mexican far more credible than most of his fictional brethren, and—I do not intend this as an anticlimax—passages about the psychology of horses that have my abject admiration. A mild love story concerning Clarke and Busick's daughter drifts around on the periphery of the action as if the author had never quite made up his mind what to do with it. I think a real structural difficulty is the attempt to tell what is essentially a mystery story in the anecdotal manner of Western fiction. But though the novel strikes me as uneven in execution, it has range and variety within its genre, and I found it rewarding.

—*Ronald Allen Reilly.*

Josephine Pinckney—"interest is in human problems."

Tropic Island & Odd People

MY SON AND FOE. By Josephine Pinckney. New York: The Viking Press. 250 pp. $3.

By Harrison Smith

IN A few excellent and witty novels Josephine Pinckney has won a reputation as one of the ablest women writers of the South. She has, in a minor way, continued the tradition of Ellen Glasgow's studies of the dying aristocracy of the South, unable to resist the pressure of new wealth in the hands of a more vital and cruder generation. In her latest novel Miss Pinckney breaks with her own tradition, planting her story of family conflict on a small West Indian island a few miles off the coast of what is presumably Martinique, though the pattern of her work remains as definitely hers as ever.

Again, as in some of her earlier books, there is the attentive observer, a man of leisure whose curiosity is faintly tinged with malice—an unattached New York engineer of forty with money in the bank and a passion for remote places and odd people. Kirk McFee, cruising through the Antilles, is fascinated by the sight of this romantic and untouched island. He takes a boat across to it and enters the old plantation house of Basil Metellus and his half-Scandinavian wife Elsi who should have been happily living in tropic serenity with their two sons and a charming young girl they have taken into the family.

Kirk's intuition told him that something was wrong with them. As the hours passed, he knew that he was falling in love with his host's wife and that the center of the conflict and of the sudden display of hostility and rancor was their two sons.

Rikki, who looked like a young and mischievous demi-Greek god, had been born out of wedlock after Elsi had left her husband and had joined Basil abroad. James, the elder brother, had joined the family after his father's death; he felt himself unloved and unwanted, and his practical nature resented his stepfather's indifference to the shabbiness of the old plantation. He thought of himself as an interloper, the true bastard of the family.

James wanted to build a sugar factory, to divert a stream to the plantation, to take charge of the family's affairs. All might have gone well with these plans if Kirk's talents as an engineer had not led him to take the young man under his wing. His involvement with James and his mother leads relentlessly and rapidly to the final denouement, the death of Rikki.

It would be interesting to know whether Miss Pinckney was intrigued by some Caribbean island and invented the Metellus family to suit it, or whether she realized that this story of a rootless man selfishly seeking involvement in love and in a family torn by jealousy needed the fourth dimension of tropical mysteries, old superstitions, and legends of buried treasure to save it from banality. Since she is essentially an artist whose first interest is in human problems, it is likely that the story came first. The Greek father, the half-Scandinavian wife, and the god-like boy would have been ill at ease in Charleston. She has, at any rate, created an absorbing and moving novel out of six unusual human beings and an island.

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Turkish History

THE DARK MOMENT. By Ann Bridge. New York: The Macmillan Co. 337 pp. $3.75.

By Joseph Hitrec

ANN BRIDGE's name as a storyteller of exotic places rests mainly on two early novels, "Peking Picnic" and "Illyrian Spring." The first was a spacious chronicle of a party of English people on a trip to the Chinese interior in the days of warlords; the second a psychological drama set in the Dalmatian mountains. In her latest novel, "The Dark Moment," she unfurls her special brand of flag on yet another little known territory—Turkey. Moreover, her purpose is not merely fictional. It is to tell the reader about the death rattle of the Ottoman Empire and the birth of the modern Turkish Republic.

That is rather a huge undertaking, and, when all is said and done, I am not sure that her enthusiasm isn't perhaps the most affecting thing in the whole prodigious toil. To fictionalize a nation in the throes of one of the most drastic changes of modern times would in any case seem to call for a variety of talents. Ann Bridge's answer is a kind of panoramic-heroic narrative that we have become used to in Upton Sinclair and Jules Romains; but that is also the full extent of any similarity.

Miss Bridge opens her story just before the Sarajevo assassination, in the well-to-do household of Asaf Pasha, an influential Istanbul landowner under the last Sultan. The family is largely female, and among them the daughter, Feride, appears singled out for bigger things. The outbreak of the First World War has an electrifying effect on them, and there is just enough time to marry Feride off to a young man before he and Feride's own brother leave for the front to serve under General Mustapha Kemal. Soon the war turns badly for Germany and Turkey, Mustapha Kemal breaks with the Sultanate and is recruiting his own nationalist army and government in Ankara. Feride's husband and brother have become the general's ADCs.

Together with her sister-in-law, Nilufer, Feride decides to join her husband, but the way to that remote Anatolian city lies through the Black Sea and past several mountain ranges, which is exceedingly rough even on two Turkish girls fired with the zeal of revolution. When they get to Ankara, they plunge into the work of the Red Cross. The rest of their story unfolds contrapuntally with Kemal's final apostasy from the Sultanate and with the nationalist campaign against the Greeks that is to mark the beginning of the Turkish Republic's independence. With the war over and the treaties signed, the girls are also asked to spearhead Kemal's drive for the emancipation of women. Thus, hurriedly and not without pangs of regret, the twentieth century is ushered in in Anatolia to the general lowering of veils and waving of incongruous panama hats.

—*Bassano.*

Ann Bridge—"prodigious toil."

If the polite dragoman prose of Ann Bridge does not exactly make for a vigorous story and characterization, there is enough genuine suspense in the historical events themselves. And if you do want to know just what happened in Anatolia between 1914 and 1920 and why it was a good thing it did, "The Dark Moment" is your book—a pleasant, sincere, and exceptionally well-informed one.

—*Louis Faurer.*

Frederick Buechner—"light treatment."

Vision from God

THE SEASONS' DIFFERENCE. By Frederick Buechner. New York: Alfred A. Knopf. 303 pp. $3.50.

By Oliver La Farge

THE subject of this novel is the effect, upon an unspiritual group of adults and a number of assorted children, of the firm belief on the part of another adult that he has experienced a vision from God. The story moves on two levels, often perallel, sometimes intersecting, that of the grown people and that of the children.

The possibilities are considerable, even for the determinedly light treatment Mr. Buechner has chosen, but few of them are realized. On the adult level, the vision, which may or may not have actually occurred, and the characters' interrelationships with each other and with the children, all rather bloodless, produce a vast deal of talk, little of which is really interesting. There is also a lot of eccentric behavior, and one feels that this is brought in in an attempt to create interest and give body to a story which is inherently thin.

The part that centers upon the children is better. The children on the whole are alive, real, and well observed, although at moments they become stock children rather than individual creations. Their eccentricities set well upon them; they are at the ages for them, and they hold the reader's interest more solidly.

Mr. Buechner has a real creation in the two "Uglies," the adolescent boys who look upon themselves as set apart and doomed. Their supremely innocent pseudo-sophistication, their secret codes of speech and action, and their outlook on the world are convincing, engaging, and touching. In the last analysis these are the only characters that stay alive all through the book.

The story is told in a highly Mandarin style, or perhaps I should say would-be Mandarin. Sentences are involved, loaded with clauses, and stopped up with parenthetical remarks. Unfortunately, the author is not enough of a master of syntax to pull off the trick. Again and again he turns out sentences that must be read twice to be understood—which means that they are not worth reading twice. One who would write elaborately, Manderinly, Gothicly, must have com-

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Oliver La Farge's novels include "Laughing Boy," which won a Pulitzer Prize, and "All the Young Men."

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plete mastery of the English language. Mr. Buechner, alas, is not even always certain just what a word means. He should, for instance, get a dictionary and find out the meaning of "disinterested."

"The Seasons' Difference" starts with promise. Again and again it looks as if the promise were going to be fulfilled. There are moments when it lights up brightly, and one thinks, at last he has hit his stride—but always, somehow, the light goes out again. It is one of those most tantalizing of all things in writing—a near miss.

Fiction Notes

STEPHEN HAYNE. By Albert Idell. William Sloane. $3.50. With his new novel Albert Idell tackles somewhat more robust material than in his popular trilogy which began with "Centennial Summer" and ended with "The Great Blizzard." In "Stephen Hayne" he treats of an America shifting, in the post-Civil War period, from an era of farming to an era of developing industrialization. Stephen Hayne, returned from the wars, determines quickly that the future for him as for America no longer lies in farming. He moves through work in the Pennsylvania coal mines into the Philadelphia world of money manipulation, stock-market grabs, trade-union fighting, and railroad swindling to become a power in the age of industry. In its central structure his story is the simple, rather old-fashioned, success fable which, for a long time, was standard in American fiction. What redeems Mr. Idell's treatment is the fact that he has taken a long, hard look at the witch-hunts and prejudices which were mobililized against the immigrant laborer and nascent trade-unionism in this earlier period of American history.

The conflict that this sets up in the mind of his hero is rather romantically and therefore unsatisfactorily resolved, but meanwhile he gives us some of the facts of pertinence to our present period of threatening McCarthyism.

THE SILVER YOKE. By Sylvia Chatfield Bates. McGraw-Hill. $3.50. Sylvia Chatfield Bates, a skilled practitioner in the field of slick fiction, has here taken some improbable and, I'm afraid, intractable materials as the base for her new effort. On one level there is that rather old-fashioned device of the identical twins—in this case Lillie and Millie—who are both ravishingly beautiful, but who get mistaken for each other and so get in each other's way and lead a very complicated and unhappy love life. A good soap opera could be constructed around this situation, and I'm not sure it hasn't been. Miss Bates, however, has not been content to leave well enough alone. Taking her cue from the rather more obvious textbooks on abnormal psychology, she has explored at somewhat tedious length the possible mental aberrations that might result. Millie, it turns out, develops into a sadistic witch, and Lillie—our heroine—shows a rather frightening tendency to slip over the borderline into a schizophrenic state where she doesn't know whether she's Lillie or Millie. This confuses not only the reader but also her lover and leads to even more plot complications. All is resolved when Lillie, with the obvious approval of the author, frees herself by killing off Millie and, presumably, lives happily ever afterward. This particular wedding of Victorian melodrama with modern psychology does not, you will have gathered, quite come off.

FULL CARGO. By Wilbur Daniel Steele. Doubleday. $3.95. Time and deliberation will perhaps determine why one of the most accomplished craftsmen of the American short story has always fallen just short of the highest achievement and been accorded much less attention than his undoubted talents deserve. Here are nineteen more of Wilbur Daniel Steele's short stories, a worthy follow-up to his earlier collection of "best" stories. None here has quite the intense memorability of "How Beautiful with Shoes." But you will not want to miss "Sailor! Sailor!," "The Gray Goose," or "Never Anything That Fades." Even when his contrivances are a little too artful—as in "The Thinker," "Six Dollars," and "Renegade"—Mr. Steele manages to be persuasive. He's an old-fashioned storyteller, but he tells some of the best stories you're likely to hear.

THE PLUNDERERS. By Georges Blonde. Translated by Frances Frenaye. Macmillan. $3.50. Here is a rare and unusual novel. Georges Blond has taken the story of the first wholesale plundering of the Pacific Arctic for its seal skins in the time of Catherine the Great and made of it a moving and mystical epic. There are overtones here of Melville, some of the majesty of his seascapes, some of the irony with which he pitted man against elemental nature. The tale is simple: In the late 1700's Sila Ivanovich Shayffrin sets out with a small fleet of fishing boats for the uncharted breeding islands of the seals in the North Pacific. Betrayed by the rapacity of his mutinous men he dies in the sea he had unwittingly plundered. M. Blond

(*Continued on page* 62)

—From the jacket design of "The Plunderers."

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of Literature

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They Love Us for the Wrong Reasons

THEY love us for the wrong reasons. During the highly successful run of a recent musical revue in Rome, the most popular number was a skit showing how the Italians under Mussolini secretly manifested their friendship for the American people. The skit featured Italians snapping to attention with the Fascist salute in the presence of government officials, then promptly switching to democratic symbolism the moment the officials turned their backs. The symbolism took the form of gaping mouths with jaws swinging loosely on their hinges. The right arms, now with the palms downward, described strange vertical gyrations.

The significance of this pro-democratic symbolism escaped me. I turned to a young Italian in the next seat and asked for the favor of an explanation.

"This scene shows that we Italians were really on your side during the war and that we preferred democracy to Fascism," he said. "Just a moment ago, you saw them do the Fascist salute. Now that the officials have gone, you see the actors chewing gum like Americans and making motions with their arms as though they were bouncing your yo-yoes."

For a moment the term "yo-yo" didn't register.

"Surely you must know," my companion explained. "The yo-yo is the colored wooden spool that climbs up and down a string."

It registered. I remembered. But my own jaw began to sag at the thought that this symbolism was immediately recognizable by all Italians in the theatre as a quick way of representing American democracy.

"Did I say anything wrong?" asked the young man, apparently observing my bleak expression. He smiled as though to reassure me. "The act is meant to be favorable to America," he said winningly. "We think your gum-chewing and your yo-yoes are quite charming, though we are not sure we understand it."

It may seem far-fetched to attach any importance to an episode originating in a musical revue where anything goes. What should be taken seriously, however, is not only what happened on stage but what happened in the audience. To the Italians there was nothing grotesque or mystifying about the symbolism. The playwright and producers wanted a sharp and quick contrast between a Fascist gesture and an American gesture that would catch on with the audience, and they succeeded. In so doing, they demonstrated the unfortunate truth that many of the old stereotypes about the American people persist abroad. These stereotypes are damning even when used in an uncritical context.

In Hongkong last year, the proprietor of a combination newsstand-bookstore said he wished he could get more of our terror comic books and hot sex pulps.

"Nowhere in the world are there comics as good as yours," he said, as though he were conferring the ultimate praise on America. "But it is difficult, very difficult, to get enough of these comics from your country. I have to turn away many customers."

In Hiroshima, some of the young folks proudly called my attention to what at the time was the city's only neon sign. It served as the blinking crown for a new night club. When lit it looked like an incandescent infection against the dimly lit background of a still crippled city.

"It is wonderful, is it not?" said a girl of about nineteen. "It is just like the pictures we see in the American magazines. In the room downstairs, they serve drinks and cocktails. Upstairs, we have a dance hall. We play only American music and we do only American dancing—the same as you do, ballroom dancing, jitter-bugging, and jive.

"The young people are disturbed," she continued, "because some of the old-fashioned people are talking of getting rid of the night club or making it close earlier each night. They are very much tradition minded, the older people. They are deeply shocked to see boys and girls dancing together and drinking together and staying out very late. But the older folks will never do anything more than talk about it. They know they are powerless. Now it is a new day for Japan with new ideas and new customs like you have in your great and powerful democracy. We like it this way. We like your freedoms."

Not far from the dance hall was a sign advertising two new motion pictures—one American, the other Japanese. Both ads looked as though they had come off the same assembly line. The sign on the top showed a golden-haired American beauty struggling to keep a clawing maniac from divesting her of the few remaining square inches of cloth which clung insecurely to her body. The companion sign at the bottom showed a Japanese gangster, a smoking revolver in his hands, making a fast getaway.

THE older folks, I was told, keep their heads down when they pass these movie placards. They are bewildered by some of the aspects of the new order and have come to regard democracy not so much as a necessary revolution in thought and social and political conduct as a revolution in manners and morals, generally for the worse. If this was the phoenix of democracy rising from the atomic ashes of Hiroshima, and if it was not to be opposed, then at least the old folks could keep their heads down in their futility and bewilderment.

In more prosperous Tokyo, comparatively speaking, young girls wore tight sweaters, short skirts, and American style shoes. They chewed gum, went dancing, liked hot music, preferred American movies and Japanese vaudeville to the traditional Kabuki theatre. The old folks blinked at this, too, but rarely tried to assert the old authority.

In a dozen other places around the world, it seemed clear that the first thing some people thought of when

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the subject of America came up was usually the last thing we would take pride in their thinking. It wasn't that they were being critical. As in the case of the Italian musical revue, they were trying to prove how popular we were and, indeed, were imitating us to prove it.

But to be loved or praised for the wrong reasons is a precarious business. It is too easy for that type of acceptance or admiration to be turned into contempt. Gum, jive, jazz, tight sweaters, padded bras, yo-yoes, comic books, neon lights, dance halls, and chromium trim all are part of the American story but they are not the whole story. Certainly they are not the reinforced concrete foundations on which the meaning of America rests, or the solid base on which to build our relationships with other people.

The whole story of America—a story worth the telling and worth the understanding—begins with an idea. This idea is actually the political expression of a basic law of nature—that there is strength in diversity. According to this idea, America is a place where people can be themselves. It is a human experience rather than a purely national or cultural experience. It is built upon fabulous differences—religion, race, culture, customs, political thinking. These differences, or pluralism, as the sociologists call it, are actually the mortar that holds the nation together.

According to this idea, too, there is a constant and wonderful process of shuffling, so beautifully described in Edward Bellamy's "Looking Backward." People are climbing up and down social and economic ladders, reaching for the stars most of the time and actually getting close some of the time. An immigrant shoemaker dies happy because his son is a world-famous surgeon. A wealthy industrialist dies unhappy because his son has dissipated the family fortune and disgraced the family name. A man whose grandparents fled from Europe to America becomes a Presidential candidate.

Sometimes things, like people, get all mixed up and the nation has a collective headache, as during an election year. But this disorder somehow works, certainly much better than the orderly and immaculate elections in which all the X's are fitted into one row of neatly arranged squares and where there are no arguments over the counting of the ballots. Sometimes persons in advantageous positions stick their hands into the nation's pockets and keep them there too long. But at least the rascals can be hunted down in public. The government cannot insulate itself from the consequences of its own errors. Shocking as the corruption is, it is not nearly so shocking as having the corruption carried on by a government without watchdogs, without an opposition party hungry to return to power—hungry, too, to seize upon anything to embarrass the incumbents.

As another barrier to continuity in corruption are the reformers, who, it develops, have far more tenacity than the crooks. Indeed, American democracy sprouts reformers the way Italy sprouts opera singers. In many respects, as Lincoln Steffens once pointed out, the reformer is perhaps the most interesting and unique product of all.

But for all this diversity, complexity, unconformity, and informality, there is a single pulse beat to America. It's something that doesn't make the headlines, is seldom talked about, very rarely even defined. It's the individual's determination to keep the American combination alive. The reason for it is that the individual is convinced he has a better chance of finding his answers inside democracy than outside it. He knows that basically this is his show, and he would like to keep it that way—even though he spends most of his time complaining that he is politically helpless.

If our history lays any special charge upon us it is this: that we recognize America as a human community in which government and ideologies are subordinate to a free man's nobility or meanness, or the sum total of both. And it is for this that we should take pride in being known. It is always nice to be loved, but especially nice to be loved for the right reasons.

—N. C.

—*Acme.*

"... not the whole story."

Good News

▸ In Ottawa, Canada, some 1,000 school children patrol crossroads to protect fellow classmates on their way to and from classes. These junior traffic patrolmen and women watch over some 170 intersections, some with the aid of regular police. In the five years that this project has been in operation not a single Ottawa child has been injured at a crossing watched over by the youngsters.

▸ Philadelphia has added another first to the long list of historic firsts in which it has led the nation. The first modern apartment house, elevator-serviced, in which white and Negro occupancy is welcomed was formally dedicated in October. Leaders of both races participated in the formal opening of the three-million-dollar Flamingo apartments at 1220 North Broad Street—a fifteen-story tower of tolerance.

▸ Korean school children in Seoul will soon receive a large packing case filled with educational toys, gift of the students of Stanford University in California. Last year the superintendent of Seoul public schools visited Stanford and spoke of the lack of teaching materials in Korea. Stanford students in the classes on industrial arts for elementary teachers at once set to work, and out of scraps of hardwood, paint, nails, and glue they made trucks, tugboats, and railway engines. The toys will be used in elementary classes to show how different forms of transport serve community life.

▸ Hundreds of volunteer foresters have planted 17,000 new trees on the 63,000 acre United States forest lands which were blackened by last summer's Conejos forest and brush fire. The U. S. Forest Service disclosed the story of civic-minded San Diego County residents, ranging from young people to their elders, who have pitched in to start a job which will not pay full dividends until 1975. Despite the lack of funds in the Forest Service budget these volunteers contributed their time, transportation, and some equipment to carry out this project.

▸ An international youth library, which will house children's books published throughout the world, has just been founded in New York. Called the New York Young People's Library, this institution is composed of sixty-five sections where New York children can read "their" press, do research work, and prepare their homework in an atmosphere of international understanding.

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LETTERS TO THE EDITOR

Mr. Benton and Mr. Soby

SIR: I was very much annoyed with James Thrall Soby's snide and superficial criticism of Thomas Hart Benton's position regarding modern art [*SRL* Dec. 15]. Although there is much in Mr. Soby's argument I could agree with, his failure to grapple with the larger issues of national vs. international art inherent in Mr. Benton's energetic, randomly written essay, and his insistence on criticizing Mr. Benton's most generalized generalizations (*viz.*, museum boys and women in charge of museums) destroys most of the significance his criticism has as an intelligent and unbiased analysis of a problem in modern art. . . . Also unfortunate was the choice of paintings representing the regionalists. The impression given was that these painters were restricted to frivolous, sentimental, and overdramatized farmyard scenes. Such an impression, of course, detracts from the significant and genuine contributions of these painters to American art and is untrue. How much fairer would it have been had Curry's "John Brown," Wood's "Self-Portrait," or Benton's "Persophene" been shown. As it was, the selection of paintings seems also a part of Mr. Soby's unfair and calculated undermining of Mr. Benton's position.

ROBERT L. PETERS.

Madison, Wisc.

SIR: It goes hard with one whose formal education in art occurred during the Thirties to see Thomas Hart Benton designated as not notably talented. Just as Grant Wood depicted with great success the rugged stoicism of the American character, Benton has portrayed its restless energy. Both are equally authentic. We may regret that Benton's faces are not more beautiful, but in viewing his work we cannot repress either a surge of joy or a feeling of dismay in the overwhelming recognition: This is America! That, and not an ignominious bid for popularity, was the meaning of Benton's statement to the Chicagoans cited by Mr. Soby in his rejoinder. Benton did not ask them to believe that his paintings were pretty, but only to see that they were authentic. They were, and they are. While Grant Wood's paintings are inclined to present a classical, idealized America, Benton presents its living spirit. Even in the most reposeful of them, one senses the will to be doing something. Benton has caught this spirit as no other American artist has caught it, and his works have a beauty as distinctive as those of El Greco.

I saw no taint of envy in Benton's article. It sounded to me like the cry of a heart broken not by lack of personal appreciation but by the spectacle of a whole generation of young artists turning away from authentic artistic expression and rushing to board the bandwagon of easy success. . . . Nor was Mr. Benton speaking of "street-corner discussions of art" when he stated that his art is "arguable in the language of the street." He meant simply, as Mr. Soby must have known, that one does not have to be initiated into some esoteric cult in order to receive and to discuss the message implicit in his art, that it has a direct impact on the people, as every art of enduring value must have.

Benton was not talking about the permanent value of his and his colleagues' regionalism when he said: "We were well off the beam on that score." He was talking about his present effectiveness as a teacher, which at the moment seems to be small. But, like most ideas of deep significance, his will doubtless survive their momentary eclipse, and another generation of young artists will arise who will hold him in the respect he deserves. It is always small comfort to creative men to surmise that they may attain a posthumous recognition which either the current or the rising generation denies them, but Benton's work has a greatness which will surely make it last and become more and more valuable and influential with the passage of time and the escape from the present confusion.

THELMA GUILD.

Dabneys, Va.

THROUGH HISTORY WITH J. WESLEY SMITH

"The grain didn't get through—but I brought you a new price administrator."

"God and Man at Yale"

SIR: In his review of "God and Man at Yale" [*SRL* Dec. 15] Selden Rodman states: "Buckley does not believe the student should be shielded from different values, but he does believe the professor should speak up for what he conceives to be the truth and deflate error." A more gross misstatement of Buckley's beliefs would be hard to imagine. His whole book is dedicated to the thesis that Christianity and free-enterprise capitalism should be pushed down the student's throat as Holy Creed and that any dissenting professor is a traitor to Yale (or any other university). True indeed, Buckley does not believe the student should be shielded from different values. He believes it should be made crystal clear to the student that all other values are absolutely wrong and sinful even to contemplate! Buckley lambasts Yale professors for defending their conceptions of the truth because those conceptions do not always agree with his. Only professors who would defend Buckley's brand of "truth" and deflate Buckley's brand of "error" would be acceptable in Buckley's authoritarian world.

WILLIAM C. DICKINSON.

Los Alamos, N. M.

Rebuttal

SIR: Permit me to make a hurried rebuttal to Wayne Andrews's unfriendly review [*SRL* Sept. 22] of my book "Runaway Star: An Appreciation of Henry Adams." He first mangles my subtitle, an error typical of his methods. He condemns my book for containing "no hint" of Adams's survey of American life in the "History," a hint that actually fills pages 95-106. He accuses me of making out Adams and Gallatin to be "Siamese twins," and so ignores my assertion (p. 75) that "it would be extravagant to say that the older man was the *alter ego* of the younger . . ." He says I do not touch on Adams's contempt for businessmen. I do (p. 65, for example). He says my book "reads like nothing more than a collection of quotations from first-, second- and third-rate authorities with the courage to set down their convictions on Adams, which is something Hume does his best to avoid." Fix, if you can, the reference of "which"; I cannot; but the sentence seems meant

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to charge me with cowardice and plagiarism, an accusation I deny and resent.

Certain attitudes of Andrews are, at least, astonishing. He deplores untranslated French; he implies a wondrous tenderness toward politicians and millionaires; he resents, sophomorically and at length, the whole Adams family. *Could* he have liked my book, even if he had read it? However he came by his oddities, imprecisions, and ill graces, I wish he had hugged them to himself and not flung them proudly forth in your usually scholarly columns.

ROBERT A. HUME.

Reno, Nev.

"Pith" or "Pitch"

SIR: In Milton Crane's review of "The Development of Shakespeare's Imagery," by W. H. Clemen [*SRL* Oct. 20], an excerpt from Hamlet runs: ". . . And enterprises of great *pith* and moment . . ." Is this from an authentic Shakesperean text or the author's intended alteration? The Cambridge Edition text has it ". . . pitch and moment . . ."

The reading into Shakespeare's text of meaning that is not there, nor was meant to be, may be tolerated; but to change the text itself, except for spelling and punctuation, is a galling assumption on the part of modern reviewers.

In truth, this searching for imagery and hidden symbolism is somewhat overdone. Can it be believed that the Newington Butts audience, circa 1594, grasped, on the instant of the spoken word, all or any of the psychical and psychoanalytical interpretations arrived at by reviewers three and a half centuries later?

JOSEPH W. EATON.

Los Angeles, Calif.

SIR: Mr. Eaton's problem is not caused by the galling presumptuousness of critics or reviewers, but by a difference in the original printed texts of "Hamlet." The reading "pitch" comes from the Second Quarto of "Hamlet," whereas the First Folio gives "pith" (as in G. L. Kittredge's edition and others), meaning "importance." Surely editors may be permitted to choose between two such excellent authorities.

MILTON CRANE.

Chicago, Ill.

"Religion and the Schools"

SIR: This is to thank you for your editorial [*SRL* Dec. 29] anent the recent regressive ruling of the Board of Regents in this state regarding the omission of certain questions on science examinations.

Vashti Cromwell McCollum's victory in 1948 in the U. S. Supreme Court seems fairly to apply in this case. According to this interpretation of the First Amendment, no sect or church may be preferred over another by any tax-supported agency. If we allow one sort of question to be omitted in deference to one sect's teaching, despite the verdict of science, may we not expect this act to be followed by the forced insertion or omission of matter or questions in deference to the wishes of other sects, including the agnostics or atheists? This nose of the intruding camel should be sharply rapped before public school administrators make themselves ridiculous.

ELLIS S. SMITH, SR.

East High School,
Rochester, N. Y.

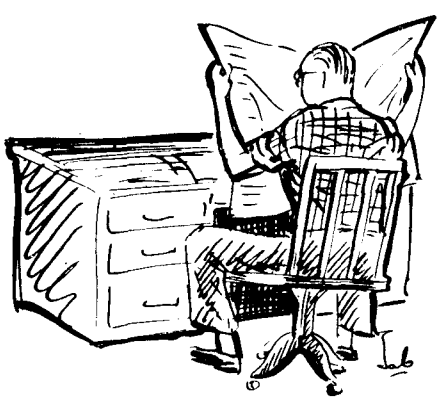
SIR: YOUR ADMIRABLE EDITORIAL DESERVES THE APPRECIATION OF ALL THOSE INTENT UPON PRESERVING THE SEPARATION OF CHURCH AND STATE AS WELL AS THE PRESERVATION OF OUR PUBLIC SCHOOL SYSTEM. THE SUMMARY SENTENCE OF YOUR ARTICLE READS: "THE CASE FOR KEEPING CHURCH AND SCHOOL APART MUST BE MADE UPON EDUCATIONAL AND RELIGIOUS GROUNDS BOTH." WE AGREE. WE ARE AS MUCH CONCERNED WITH THE RIGHTS OF THE MAJORITY AS WE ARE WITH OUR MINORITY RIGHTS. IF IN THE ADMINISTRATION OF THE LAW MAJORITY RIGHTS IN THE INSTANCE OF EXAMINATION QUESTIONS ARE NECESSARILY INTERFERED WITH, WE WOULD PREFER THE LIMITATION OF OUR MINORITY RIGHTS. BUT THERE IS NO SUCH NECESSITY. THE 1950 AMENDMENT TO THE NEW YORK EDUCATIONAL LAW DOES NOT REFER TO BIOLOGY. NEITHER DOES IT NECESSITATE ANY INTERFERENCE WITH EXAMINATION QUESTIONS, IT WOULD BE IMPOSSIBLE AT THIS POINT TO KEEP SUCH A POUPLAR SUBJECT AS THE GERM THEORY FROM BEING EMPHASIZED IN PUBLIC SCHOOL EDUCATION. IN THE ACTUAL ADMINISTRATION OF THE LAW OUR CHILDREN ARE TAUGHT THE PREVENTION OF DISEASE AND THE PROTECTION OF HEALTH IN THE COMMUNITY WITH THE EXCEPTION OF THREE TO FOUR HOURS INSTRUCTION BY HIGH SCHOOL TEACHERS IN DISEASE SYMPTOMOTOLOGY PROCESSES AND TREATMENT. OUR CHILDREN ARE TAUGHT BY A HEALTH OFFICER UNDER THE PREPARED CURRICULUM OF THE HEALTH AND HYGIENE COURSE.

CLIFFORD C. JOHNSON.
Christian Science Comm.
on Publication.

New York, N. Y.

"A Good Time to Be Alive"

SIR: Cheers to Edgar Ansel Mowrer and to the *Saturday Review* for the excellent article, "A Good Time to Be Alive" [*SRL* Dec. 22]. Amid all the current defeatism and pessimism about the future of mankind on this planet, Mowrer's realistic optimism is exactly what we need.



The problem of land scarcity and overpopulation *can* be solved, if we have the intelligence and will to attack it boldly on a world-wide scale. The problem of illiteracy *can* be solved, if we approach it with courage and imagination. The problem of man's spiritual lag amid his widely publicized technological accomplishments *can* be solved, if we have faith in God and the determination to apply religious ideals in the everyday affairs of life. The problem of *war* can be solved by support of the United Nations and by strengthening the U.N. into an instrument capable of enacting, interpreting, and enforcing world laws against aggression.

There are those who point to the weakness of the U.N. as evidence of man's inability to work cooperatively to solve the major problems which beset him today. Anyone can see the weaknesses of the U.N. The mark of wisdom is to see the *value* in the U.N., even as presently constituted, and to see the vast possibilities which the U.N. holds for developing a collective approach to world problems.

It is as Mowrer says, "a good time to be alive." Now is the hour to go forward with courage and faith to meet not only the challenge of Communism but to meet also the even deeper challenge of the hunger, poverty, racial discrimination, imperialistic exploitation, ignorance, and wrong doing from which both Communism and Fascism have sprung. We can meet these evils and vanquish them, but only if we keep the high goal before us which will give direction and significance to all our striving—that of limited federal government for the world.

PALMER VAN GUNDY.

La Canada, Calif.

Antidote to Communism

SIR: The question Edgar Ansel Mowrer raises in his letter [*SRL* Dec. 29] seems to me not difficult to answer. "People revolting against domination turn to Communism" because its promises, phony as they are, seem tangibly better than the reality they dread. Unless given the right medicine, sick people will always accept the handouts of a quack. Mr. Mowrer suggests that Alan Paton, instead of pointing to this danger, should "insist that the people observe the falsity of Communism for themselves." Alas, most people learn only from personal experience. To expose and denounce the blatant swindle of the Kremlin is, I am afraid, no solution. In fact, I think in this respect we are doing too much rather than too little. Those who have a chance really to observe Communism do not need our enlightenment. They are already in the frying pan. And the others will continue to discard our appeals as "propaganda" unless we present the weary, hungry, and desperate with an antidote against the poison with which the Kremlin lures them. Only by helping them toward equality of status will we immunize them against the temptation of seeking liberation through their prospective jailers.

LEO LANIA.

New York, N. Y.

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The Book.

Last autumn S. N. Behrman regaled readers of The New Yorker *with accounts of the fashion in which the late Lord Duveen succeeded, to his not inconsiderable profit, in inveigling American millionaires of the robber baron era into outbidding one another for possession of the paintings of the great masters. The tales, incidentally, will blossom out in hard covers later this spring. Duveen appealed as much to his customers' eagerness to own something that no one else possessed as to their appreciation of the esthetic qualities of the works themselves. Much the same thing goes on in the world of books. Years ago A. Edward Newton delightfully confessed his passion for acquisition in "The Amenities of Book-Collecting" and "This Book-Collecting Game." Last Fall the late Charles P. Everitt, recorded "The Adventures of a Treasure Hunter." The esthetic as well as the mercenary aspects of books and book collecting are the burden of the volumes reviewed below.*

Bookmaking Since 1938

THE ART OF THE BOOK. Edited by Charles Ede. New York: Studio Publications. 214 *pp.* $10.

By P. J. Conkwright

THIS is the fourth book to be published by *The Studio* within the present century with the art of the book for its subject. The previous publications appeared in 1914, 1928, and 1938. They were concerned chiefly with the state of typographic affairs in England, France, and Germany; the United States and Holland have received increased attention since 1928. The present volume has enlarged its scope to include Czechoslovakia, Italy, Scandinavia, Spain, and Switzerland.

Thirty-nine specialists in these countries survey what has happened to the art of bookmaking since 1938. Type design and lettering, printing the text, illustration and graphic reproduction, commercial binding and hand binding are included in the survey. Almost all of these observers, of course, refer with varying degrees of feeling to the cataclysmic years 1940-1945, and the difficulty of doing printing of any kind. Jacques Guignard of France tersely calls the period "the difficult years." Hans Herman Hagedorn laconically reports that "unfortunately since 1939 Germany has not been able to maintain her previous high level of achievement in the art of the book."

The shortage of machines, materials, and men during these critical years made the art of the book something less than primary in importance to most printers. And yet restrictions and shortages forced printers to exercise ingenuity and create substitutes that in many cases have been found to be better than the originals. For example, scarcity of animal glues led to the discovery of chemical adhesives that many binders now prefer.

Regardless of conditions or times there are always a few artists who persist in practising their art. Such a man is S. L. Hartz, who before the war had been connected with Enschede in Haarlem. During the Occupation he found it expedient to go underground. He occupied his time by making a thorough study of type and, being an engraver, was not satisfied until he was able to cut punches himself. His first design was completed at the moment of liberation, and his new type very understandably was christened "Emergo." It is a handsome letter.

Many full color reproductions in this book seem to indicate that the greatest efforts and achievements have not been made on the book at all, but on the book jacket. Artists of high caliber in every country have expended their talents lavishly, and the results are sometimes beautiful. As Eugene Ettenberg truthfully observes in the American illustration section, "Trade editions and general literature spend their art budgets almost solely on book-jacket illustration." These expenditures are made for obvious marketing reasons, but they do not advance the art of the book. A jacket is still just an advertising wrapper. Some of the English Penguin covers and those of the Modern Library Illustrated editions are also beautiful, and these do help to advance the art of the book.

Practically all books from all countries are still in the "traditional" school. Some, but not enough, achieve the highest goal of this school, which, as practised by Bruce Rogers, Van Krimpen, and others, is an imaginative allusiveness designed subtly to evoke the spirit of the book. There is rebellion against this school in this country and elsewhere. The new school is called "modern," "experimental," "books-for-our-time," and many other things, but its purpose is to break away from sterile imitation of the past. It is a healthy movement and should help broaden the bookmaking horizon. Unfortunately, the two examples shown from Europe, one each from Holland and Italy, are not too successful. Our own country is represented with a title page by Paul Rand.

This survey of representative work from ten different Western countries contains over 200 illustrations in line, two colors, monochrome collotype, and full color. It contains much useful and interesting source material and should be stimulating to anyone concerned with graphic arts.

P. J. Conkwright supervises the design of Princeton University Press books.

Pearl of Time

By Sjanna Solum

THIS moment could be dusk or dawn, designing
itself from pearly half-tones of pale light—
snow having left its signature in white
on ground and branches nakedly entwining.

Here is a luminosity of grace,
a timelessness, a moment set apart
to lay an incantation on the heart
with quaint peace captured out of whirling space

wherein a million clocks are busy spawning
as many moments. Quietly, I know
this pearled opacity must surely go—
dissolved in darkness, or in greater dawning . . .

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THE ART OF THE BOOK

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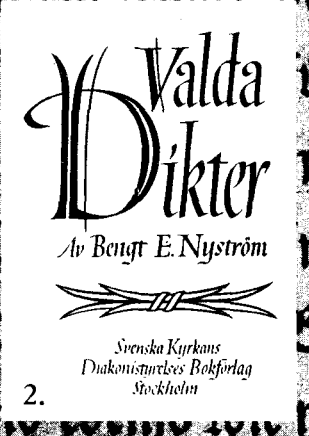

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1. American Jacket.
2. Swedish Title-page.
3. French Illustration.
4. Dutch Illustration.
5. French Binding.

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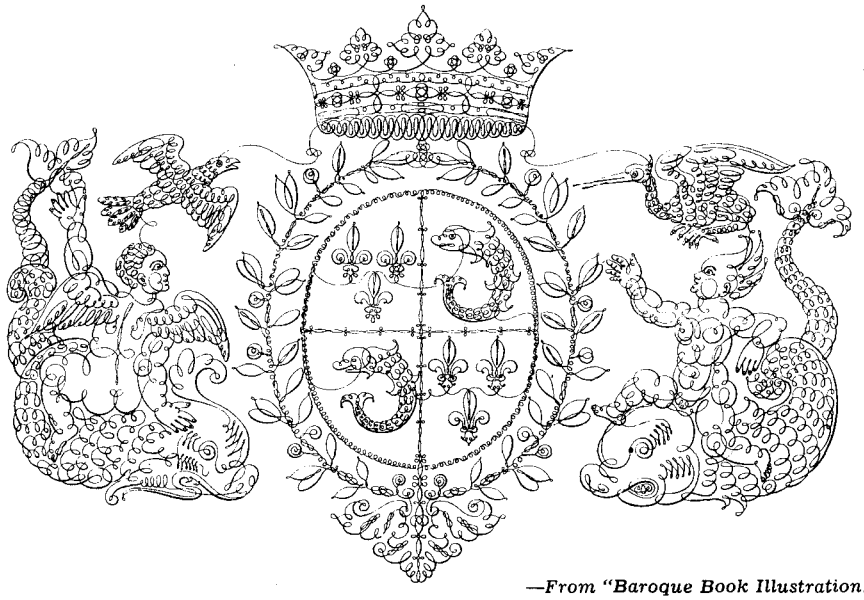

—From "Baroque Book Illustration."

By Pierre Firens from Jean de Beaugrand's "Panchrestographie," Paris (1604).

Survey of Victorian Reading

XIX CENTURY FICTION: A Bibliographical Record Based on His Own Collection. By Michael Sadleir. Berkeley: University of California Press. 2 vols., 399 pp. and 195 pp. $36.

By Anthony Richardson

THE nineteenth was the century of the novel—the century of Jane Austen, Scott, the Brontës, Dickens, Thackeray, Trollope, Hardy. It was also the century of Ainsworth, Blackmore, Bulwer-Lytton, G. P. R. James, G. J. Whyte-Melville, Marryat, Ouida, and Mrs. Henry Wood. There probably were (and doubtless still are) readers of Mrs. Henry Wood who never heard of Thomas Hardy, for Mrs. Wood compounded a little number called "East Lynne."

Not all of the novelists cited above have come within the scope of Mr. Sadleir's collecting activities; he warns the reader of "certain obvious gaps, and also certain unexpected amplitudes." For one thing, the big fellows cannot get away; their rarest first editions have been sought so assiduously that, paradoxically, they have become common. They have been coaxed out of hiding. Jefferies, Le Fanu, Henry Kingsley, and a score of others were still in hiding until Mr. Sadleir made it his business to flush them out. He accomplished the enterprise with such zest and shrewdness that these two noble volumes are no mere catalogue, or even unadorned "bibliographical record," as announced, but an illuminating and (within its dimensions) comprehensive survey of Victorian reading tastes (which, in some respects, were not nearly so Victorian as reputed).

Michael Sadleir was the man, among a whole world, to undertake this mission. He is himself a publisher, having initiated his continuing connection with the London house of Constable & Co. not quite thirty years ago. He is a novelist who has re-created gaslight London with a competence and fluency that make for exciting and sociologically informing reading. He is to Anthony Trollope what Wilmarth Lewis is to Horace Walpole. "XIX Century Fiction," therefore, is not the by-product of an extracurricular hobby —it is true heart's blood.

The second volume of this superb conspectus is devoted to the yellow-backs—books, by Mr. Sadleir's definition, "first published in pictorial or printed boards or in wrappers." The great got into the yellow-backs, just as the great get into today's paperbacks, but many yellow-back authors are terra incognita to students (and to teachers) of English 1 and of English 101. For that matter, some of them are unknown to Sadleir, which is as much as to say that they are forever unknowable, but he makes some good tries. The Anonyma Series, which included such titles as "London by Night," "Love Frolics of a Young Scamp," "Revelations of a Lady Detective," and "The Soiled Dove," probably developed into the work of a syndicate.

This is a distinguished achievement in scholarship, and a fascinating excursion into the cultural background that shaped our great-grandmothers, and thereby much of ourselves.

Forgotten Books

BAROQUE BOOK ILLUSTRATION. By Philip Hofer. Cambridge, Mass.: Harvard University Press. 43 pp. 150 illus. $7.50.

By A. Hyatt Mayor

BOOK collecting goes as much by fashion as most other things that people do. Until quite recently books were collected for their text and not for their pictures. The great Renaissance and Baroque libraries prided themselves on the earliest manuscripts and the most splendid printed editions of the Bible, Virgil, Homer, and Horace. Then the French Revolution and Napoleon's wars broke up hundreds of ancient monastic libraries and released more early books than the book market has ever had before or since. English collectors—then the richest in the world—bought many of them and were impressed by the early woodcut illustrations. In the 1890's the photomechanical line-cut and halftone processes made it possible to reproduce accurately and cheaply many rare early book illustrations until they became familiar to many people. This started collectors, again in England, gathering early books for their pictures instead of their text. This fashion has steadily grown until today an early edition of Horace costs a fraction of the price paid for an early almanac with woodcuts.

After circulating in private hands for a century, most of the great early illustrated books are again in the keeping of corporations. This time they are in public libraries and museums instead of the monastaries that first bought them and preserved them. Private collectors must look for new kinds of books to gather. In the vigilant search for something fresh Philip Hofer has been among the foremost of the American collectors. For a number of years he has been seeking out the finest seventeenth-century books. Thanks are due him for this handy and not too expensive volume that reproduces many forgotten masterpieces and gives interesting information about them.

It is odd that seventeenth-century book illustration should have been overlooked, for it is in many ways unique and wonderful. The great monarchies regimented society into homogeneous groups, so that there was often most interesting cooperation

A. Hyatt Mayor is curator of prints at the Metropolitan Museum of Art, New York City.

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between author, publisher, artist, and engraver. It is sometimes possible to get at the thought which that age of learning put into its pictures and to find out exactly how they were produced. The greatest artists of the age —Rembrandt, Rubens, and Poussin— did not think it beneath them to devote their best efforts to the illustration of books. The bizarre, dramatic, and often violently beautiful results are gathered here.

Today's inflationary costs of printing have made it necessary to cramp many of the reproductions, but the occasional loss of impact is made up by the possibility of showing more. It is unfortunate, however, that the printers placed some of the line-cuts next to half-tones with the result that the former look gray.

Both processes could have been used in the book if they had been kept apart on separate pages. Bad as this is, a great press like the Harvard University Press should have known better than to insert a sharp, bright line-cut right in the middle of a half-tone, thereby dimming the surrounding seventeenth-century page. The offset folder that comes wrapped around the toothpaste tube could hardly look cheaper. But this is no fault of Mr. Hofer, who has produced a long needed and exciting book.

For Collectors & Librarians

AMERICAN BOOK-PRICES CURRENT: Index 1945-1950. Edited by Edward Lazare. New York: R. R. Bowker Co. 1405 pp. $37.50.

UNITED STATES CUMULATIVE BOOK AUCTION RECORDS 1945-1950. Edited by S. R. Shapiro. New York: Want List. 1814 pp. $40.

By JOHN T. WINTERICH

THESE two books, if dropped from a second-story window, would break a lion's neck. They weigh, together, ten pounds. They are expensive, but their cost averages down to less than two-and-a-half cents a page, and when one considers the technical competence and professional skill that have gone into the compilation of each page, and the fact that the information which the pages present is the bread and butter of the antiquarian book-trade, the dollar angle tends to shrivel. These manuals are light and heat, and tax-deductible.

These stout blocks of books, each in its own way, record the prices brought by literary material at public auction in the United States. During the five years covered in each, 598 such sales were conducted, by Mr. Lazare's reckoning, in New York, Philadelphia, Baltimore, New Orleans, San Francisco, and Los Angeles. The high points of the period were the Brinley-Vanderbilt-Whitney copy of "The Bay Psalm Book," so called, printed at Cambridge, not yet Massachusetts, in 1640, $151,000; the Rosebery-Hogan copy of the First Folio Shakespeare, London, 1623, $50,000; and the Bliss manuscript of Lincoln's Gettysburg Address, $54,000.

Why two such compilations as these? Well, for one thing, as proof that the spirit of competition (despite numerous indications to the contrary) is still abroad in the land. The approaches, moreover, are not identical. "American Book-Prices Current" lists books selling for $5 or more. "United States Cumulative" operates on a frequency of $3. That two-dollar differential, of course, is the main reason why Mr. Shapiro needs 400 more pages than Mr. Lazare. It also involves him in a complicated nexus of abbreviations for which there is, naturally, a key, but the more one is required to consult a key, the less referential does a reference manual become. Mr. Shapiro lists 128 abbreviations to Mr. Lazare's sixty-eight. Most of Mr. Lazare's entries are the orthodox conventions of bibliography and librarianship, whereas Mr. Shapiro is driven to such innovations as "Bklab.," "W.," and "St.," which stand, respectively, for "book-label," "with," and "stained" or "states." There is, after all, a limit to the tensile strength of compression.

The utility of low-price listings is in itself debatable. If a book has sold, say, over a five-year period, at $40, $35, and $45 (which is actually what Dard Hunter's "Papermaking in Southern Siam" did between 1945 and 1950), the dealer has a good idea how to price a copy. When an auctioned book drops into the $3-$5 slot, however, its actual value is far less determinable. Actually, the chief value of these low figures is negative—a book that auctions for $3 is probably not a $500 book. It may be, but the betting is the other way.

The librarian, the collector, and the rare-book dealer will be likely to find "American Book-Prices Current," which was established in 1895, a more convenient reference tool than its bulkier rival. "United States Cumulative," by reason of its greater inclusiveness, will appeal to the general antiquarian bookseller who is confronted by a vast miscellany of material for appraisal and pricing.

Your Literary I.Q.

By Howard Collins

ZE FRENCH CHARACTAIRES

Fannie Gross, of Asheville, North Carolina, asks you to identify ten French figures of literature whose experiences are briefly described below. Allowing five points for each character named and another five for either the story or the author, a score of sixty is par, seventy is very good, and eighty or better is excellent. Answers on page 52.

1. In order to do some research work on the perfidy of men this lovely young girl masqueraded as a cavalier until she fell in love with a poet.
2. No matter how troubled he was he kept insisting that "all is for the best in the best of all possible worlds."
3. Because of this beauty prize winner who in an irregular way belonged to the Bonaparte family, diplomatic relations between France and the United States were threatened.
4. This praying scoundrel cleverly inveigled an honest but ridiculously foolish family man into giving up his fortune.
5. When the prefect of the Paris police called for aid in recovering a missing document, this detective resolutely carried on the entire interview in the dark.
6. Having been seen picking up a bit of string, he was accused of possessing a lost pocketbook and died reiterating his innocence.
7. This lawyer was hired by an English noblewoman to reclaim her diamond tiara which her husband had presented to an American girl in Paris.
8. As the Prussian troups marched by, this old schoolmaster, speechless with grief, bade farewell to the little Alsatian schoolhouse where he had taught for more than forty years by writing on the blackboard, "Vive La France!"
9. This fascinating royal lady was the reason why a king broke his vow to keep away from the weaker sex for three years.
10. This Parisian gentleman became a dear friend of a German fugitive who had once been the cause of the Frenchman's sister losing her job.

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The Role of the Library

THE PUBLIC LIBRARY IN THE UNITED STATES. By Robert D. Leigh. New York: Columbia University Press. 272 pp. $3.75.

A FORUM ON THE PUBLIC LIBRARY INQUIRY. By Lester Asheim. New York: Columbia University Press. 281 pp. $3.75.

By Dan Lacy

LIKE motherhood and the Marine Corps, the American free public library has been beyond criticism. The library in every community has been a "good thing" of which all proper citizens approved. Librarians themselves have been not merely members of a profession but devotees of of a faith. Elements in this faith have been the convictions that the public library is one of the potent and formative institutions of American society, that its work with children and youths enlarges the pattern of their lives, that it helps aspiring readers to increased vocational skills, that it enriches the cultural life of the community, that it is an important —even the principal—instrument of adult education, and that its services are essential to an informed citizenry and hence to the perpetuation of democratic government. The library has lived in the minds of the faithful as a pure symbol of the democratic freedom of inquiry that lies at the heart of the American tradition.

When the American Library Association in 1947 asked the Carnegie Corporation to make a grant to the Social Science Research Council in order to enable that body to study the public library in American society, most librarians doubtless expected that the results of the survey would provide an objective confirmation of their faith. The Public Library Inquiry, as it came to be called, which resulted from this request, was placed under the capable direction of Dr. Robert D. Leigh and provided with a budget of $200,000. Dr. Leigh's assistants were all social scientists, though librarians were among the members of his advisory committee. The staff of the Inquiry produced a number of valuable monographs, several of the more important of which have been published by the Columbia University Press. Some of its conclusions, presented by Dr. Leigh in his balanced and lucid summary volume, have called into question many of the accepted convictions making up the library faith.

Most Americans, found the Inquiry, don't read books. Most of those who do, don't get them from the library. Most of those who do use the library resort to it for light fiction. It is the rare American who really thinks of calling on his library for specific information he needs. In total, the reading of library books consumes such a tiny fraction of the time devoted to other sources of information and ideas that it can have but a slight impact on community thinking. Nor is the library really equipped to play a central role in adult education. Indeed few libraries, and those only in the larger cities, are even equipped to give a good library service of the conventional sort. Most of our thousands of libraries are found to be little more than small, random, and ill-selected collections of novels and popular works, manned by one or two untrained persons, and inadequately available a few hours a week. The individual independence of our libraries of which we have been so proud appears often to be a barren and stifling localism.

Librarians themselves, it appears, are a conservative if not a timid lot, politically naive and ineffective, isolated from the active political forces of their communities, unable to obtain adequate support for their institutions, too often possessed of scanty training, identified by only wavering standards of professional qualifications, and lukewarmly united in a weak national organization.

Conclusions so painful were, of course, made the subject of ardent and extended discussion within the profession. Dr. Asheim's volume records the first such organized discussion, at the 1949 Summer Conference of the University of Chicago Graduate Library School. Here each report was commented on by a social scientist and a librarian, with a reply by the author. It is perhaps unfortunate that the discussion took place at so early a date, when most of the reports were available only in manuscript. The social scientists were able to point to a number of methodological imperfections in the studies, some of which were the consciously accepted consequences of fund limitations and none of which would appear to invalidate any important conclusions. Though the librarians spoke with earnest and good-tempered objectivity, their comments could hardly yet set forth the matured response of the profession to the Inquiry's appraisal and conclusions. Dr. Asheim's compilation, though well edited, is in the nature of things disappointing. We need, in fact, a program of action addressed to the situations revealed by the Inquiry and developed by librarians with the same thoughtful care that has characterized the Inquiry itself.

No such response has yet taken form in the literature, but we can perhaps begin to perceive its outlines, in part as formulated in Dr. Leigh's report itself and in part as implicit in the remarks of some of the contributors to the Asheim volume. In the first place, the picture is depressing only against the extravagance of the claims of the less critical library partisans. Comparable limitations exist on the effectiveness of all media of communication. None of them can consistently convey a serious content to an inclusive audience. All limit either audience or content or both in varying patterns. One may guess that if it were possible to combine measures of the level of content and the size of audience and thus determine the aggregate dissemination of socially useful knowledge and ideas to the adult population, the public library would remain near the top of the list of media. And in terms of its trifling cost it would stand easily first. Librarians themselves, moreover, take high rank in their individual and organizational devotion to the public interest.

In the second place, the public library is not only, within its limitations, an extraordinarily efficient medium of public information, it is in many ways a unique and hence indispensable one. Dr. Leigh's study clearly demonstrates the irreplaceable role of the book and the serious jour-

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Dan Lacy is Deputy Chief Assistant Librarian of the Library of Congress.

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nal as the only practicable medium for the general dissemination of the authoritative information, for the expression of divergent views, and for the satisfaction of uncommon tastes. The adequately supported public library is in turn the only practical means of making large stocks of books, and hence of the range of knowledge and ideas in them, available to the general public. It is an indispensable preservative of the cultural and ideological diversity of American life, the importance of which cannot be measured in statistics of circulation alone.

In the third place, the Inquiry's conclusions give confirmation to the objectives of service toward which more thoughtful librarians have been moving. These would reject on the one hand the provision of service for entertainment only, and on the other, impossibly ambitious goals of community education. They would concentrate on the attainable and socially productive uses of the library. In such a clearer definition of objectives what is lost in grandeur will be gained in reality.

And, finally, it is clear that the political situation of the library, in the broadest sense of the term, must be bettered. Rational units of library service must be adopted. State and Federal participation must aid in providing a generally effective library service and eliminating inequities to rural and small-town residents. Librarians, individually and in their organizations, need to come into effective working rapport with meaningful forces nationally and locally. Public support of an active and financially effective character needs to replace the passive respect with which the library has been treated.

Among the most optimistic elements in the situation are the thoroughness, candor, and good judgment of Leigh's report, and the constructive response by librarians evidenced in Asheim's compilation.

"I hate to let it go—it's been in the family for years."

Notes on The Book

THE BOOK IN AMERICA. By Hellmut Lehmann-Haupt, in collaboration with Lawrence C. Wroth and Rollo G. Silver. R. R. Bowker Co. $10. This is an extensive revision of a manual which, first issued twelve years ago, immediately proved its value and utility. It seeks now, as it sought in 1939, to embrace "a history of the making and selling of books in the United States," and it fulfills that appallingly comprehensive mission with high efficacy — to such an extent, in fact, that any assemblage of books on the book in America must begin with "The Book in America." If the assembler wishes to go on from there, he will find here a descriptive checklist of some 700 titles by Janet Bogardus of the Columbia Universtiy Libraries. This 500-page treatise, easy on the hand and on the eye, puts between one pair of covers the combined advantages of a convenient reference tool and of a readable narrative history.

RECOLLECTIONS OF JAMES LENOX AND THE FORMATION OF HIS LIBRARY. By Henry Stevens. New York Public Library. $10. Ever since their original issuance in 1886, these recollections have enjoyed a quiet fame among the cognoscenti; the book has long been out of print, but it has never been out of mind, or out of readers. This new edition "revised and elucidated" by Victor Hugo Paltsits, gives to an engaging and at times exciting little volume a convincing reassurance of immortality. Some identification of the principals may be necessary after so long an interval. James Lenox (1800-1880) was a wealthy New Yorker who established the Lenox Library (now absorbed into the New York Public Library); among his collecting accomplishments was the importation of the first Gutenberg Bible to reach these shores. Henry Stevens (1819-1886) was a Vermonter who went to London and established a book business which supplied many great American collectors, among them James Lenox. Stevens never lost his Americanness. He regularly subscribed himself "Henry Stevens of Vermont" or appended to his signature the letters G.M.B. (for Green Mountain Boy), and though he is buried in Hampstead, his gravestone is a block of Barre granite. His "Recollections of James Lenox" are largely concerned with his scouting expeditions on behalf of his puissant client, his adventures, his discoveries, his failures, and his triumphs. Dr. Paltsits has appended voluminous, essential, and interesting annotations to the text, and made numerous corrections (for Stevens, like most memoirists, was frequently fallible). The readability of an already eminently readable autobiography-cum-biography is thereby notably enhanced.

—JOHN T. WINTERICH.

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Seeing Things

ALFRED LUNT LIGHTS MORE THAN CANDLES

THE LAST entry in the cast for "Cosi fan tutte," as printed in the Metropolitan's program, reads, "A servant . . . Alfred Lunt." That is all. And all Mr. Lunt has to do, in what for him is a new domestic capacity, is to cross the stage, taper in hand, and pretend to light ten hooded electric fixtures which are doing some pretending of their own, since they are masquerading as the kind of footlights Mozart might have known. When the last candle is lighted and Mr. Lunt has crossed the stage in utter silence, he vanishes into the wings, not to appear again. The singers and the orchestra thereupon take over. Yet somehow Mr. Lunt, though absent, manages to remain present for the rest of a delightful evening.

Mr. Lunt apparently will play this mute flunkey for no more than four or five performances. Then his introductory business, indulged in as a lark, will be dropped and the overture lead straight into the score. Although the evening's rewards will continue to be abundant, something will be lost because Mr. Lunt's brief crossing is more than a personal appearance. It provides as vivid an illustration as can be found of the gifts he possesses which have enabled him to blend theatre with opera and hence light up the whole performance of "Cosi fan tutte" at the Metropolitan.

What makes Mr. Lunt's presence at the Met notable is that he appears there as an actor on a stage where singers are always plentiful and actors usually scarce. To watch him enter, cross, and exit is to sample the kind of lesson in acting which as a director he must have given his singers when he transformed them into players.

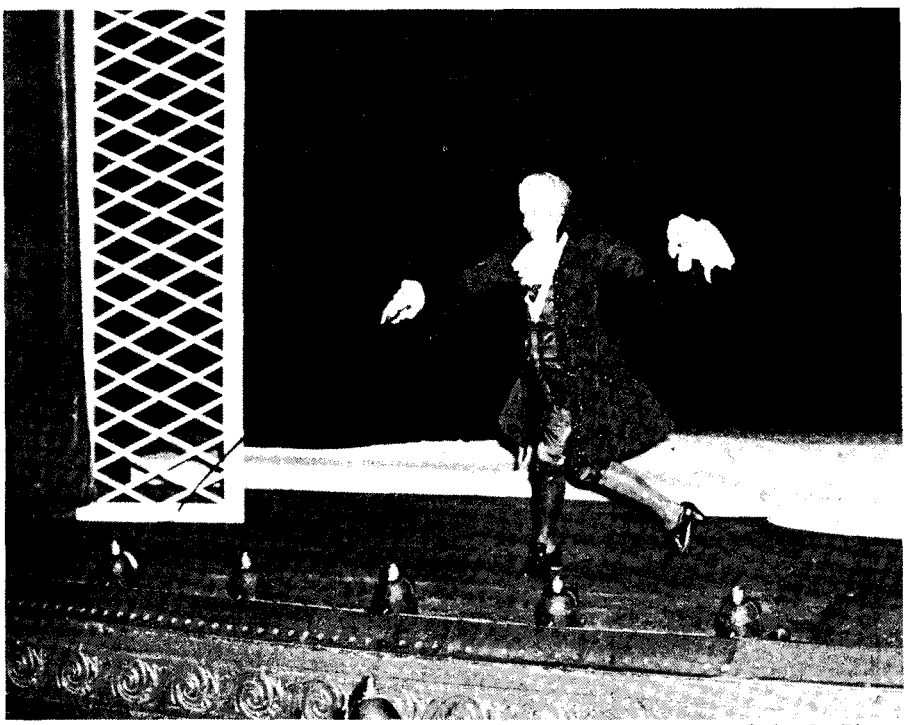
Mr. Lunt does not emerge; he makes an entrance, the sort of entrance only a real actor could make. The minute he steps into view the audience becomes a "captive audience." Plainly Mr. Lunt is not a person but a personage. Trying to behave as if he were nobody, he is beyond mistaking somebody. White-wigged, beruffled, wearing a smartly cut plum-colored coat, knee breeches, silk stockings, treading on high-heeled shoes, and flourishing a long taper in his right hand and a lace handkerchief in his left, he is the epitome of courtly elegance.

His immediate domination of the stage and auditorium, however, is not a matter of costume but of personality and technique. No one can fail to recognize that Mr. Lunt is completely at home behind the footlights. He is a master of his craft whose authority is such that he can be relaxed. He knows exactly what he wants to do and how he wants to do it, and proceeds to do it in precisely that fashion.

Does the importance of a part depend upon its length? Certainly not; a part, as Mr. Lunt proves, is as important as the actor who plays it. Can a silent man be witty? The answer is, of course, "Yes," if he happens to speak the language of pantomime with Mr. Lunt's eloquence. Without a word to say, Mr. Lunt converts the wavings of his taper into demonstrations of eighteenth-century decorum, the flourishes of his handkerchief into epigrams, and the grace of his movements into perfect patterns for the stance and stylization of Mozartian characters. Then, suddenly, the little that is so much is over, and Mr. Lunt is gone. But his spirit, his manner, and his wonderfully gay comic touch remain, brightening at every turn and in beguiling ways the performance of "Cosi fan tutte" he has staged.

Reviewers, always fallible in spite of all the ridiculous air of infallibility with which print curses their guesswork and reflexes, are never more unreliable or absurd than when they claim to be able to make a clear-cut distinction between acting and directing. Only those who have attended rehearsals have any way of knowing, as a rule, what an actor does because he thought of it himself and what he does because a director told him to do it. In the case of "Cosi," however, Mr. Lunt's contributions are as self-evident as those truths noted in the Declaration.

THE MOST hackneyed complaints against opera are that, while it pretends to be music drama, it forgets the drama in the interests of the music; that it is the prisoner of static and silly conventions which destroy stage illusion; and that, though its singers, mountainous or willowy, can sing like nightingales, all too often they content themselves with acting like auks. A certain Corno di Bassetto, better known as Bernard Shaw, once pointed out "it is still possible for a prima donna to bounce on the stage and throw her voice at the heads of the audience with an insolent insistence on her position as a public favorite, and hardly the ghost of a reference to the character she is supposed to impersonate." That was in 1890, and the possibility remains possible even now. Rudolf Bing would be the first to admit this. As is proved by his



—*Sedge Le Blang.*

". . . not a matter of costume but of personality and technique."

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In A New Musical Play
The King and I
Music by
RICHARD RODGERS
Book and Lyrics by
OSCAR HAMMERSTEIN 2nd
Based on the Novel "Anna and the King of Siam" by
MARGARET LANDON
with YUL BRYNNER
DOROTHY SARNOFF · DORETTA MORROW
Directed by JOHN van DRUTEN
Settings and Lighting by JO MIELZINER
Costumes designed by IRENE SHARAFF
Choreography by JEROME ROBBINS
ST. JAMES THEATRE, W. 44 ST.
Evgs. at 8:25. Mats. Wed. & Sat. at 2:25

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ROGER RICO
MARTHA WRIGHT
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South Pacific
Music by RICHARD RODGERS
Lyrics by OSCAR HAMMERSTEIN 2nd
Book by
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Adapted from JAMES A. MICHENER'S Pulitzer Prize Winning "TALES OF THE SOUTH PACIFIC"
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Hilarious Musical Revue with KATHRYN LEE
"A 4-ORCHID SHOW!" — WALTER WINCHELL
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with PAUL LUKAS
ALAN HEWITT • RUSSELL NYPE
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Book by HOWARD LINDSAY & RUSSEL CROUSE
Directed by GEORGE ABBOTT
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turning to such theatre people as Margaret Webster, Garson Kanin, and Mr. Lunt for directors, Mr. Bing is determined that such a possibility will become an impossibility at the Met.

Certainly no one can complain that Eleanor Steber, Blanche Thebom, Patrice Munsel, Richard Tucker, Frank Guarrera, and John Brownlee fail to act in "Cosi fan tutte." They not only act—they act like people who have had the privilege of being instructed in acting by Alfred Lunt. They seem as much at ease on the stage as he does. They are relaxed in his manner. They move about in the charming costumes and before the enchanting settings of Rolf Gerard with Mr. Lunt's elegance and style. They speak with his clarity and even employ his gestures. They appear to enjoy the comedy they are playing as much as he enjoyed romping through "O Mistress Mine," "Amphitryon 38," or "The Taming of the Shrew." Their comic business is necessarily of a more courtly kind. But to their spoofing of the grand demeanor they bring Mr. Lunt's lightheartedness, flourish, and wit.

I happen to be one of those who find all operas, except "Carmen," too long. Yet I must confess that the capable Luntlings in "Cosi fan tutte" not only added to my delight in Mozart's score but made me willing to forget the idiocies of Lorenzo da Ponte's libretto. My admiration for Mr. Lunt's share in the evening does not stop with his ability to turn singers into actors and opera into theatre. I am also amazed by the illusion his cast creates of having had months, instead of hours, of rehearsal and by the sense of intimacy he and Mr. Gerard establish on the Met's huge stage.

When Mr. Lunt consented to stage

They Have Fallen in Hate with Love

By Edward Murray Case

IT is what they dream
On the hard cots of night
When rock-pillowed pride
Slaps truth's open face
And rough-blanketed rage
Is all that they embrace.

It is what they dream
In their loveless sleep
Who count tigers
As other men count sheep.

They have fallen in hate with love.
Merits they cannot claim
Nor respect demand:
They cannot command love
Hence they must command.

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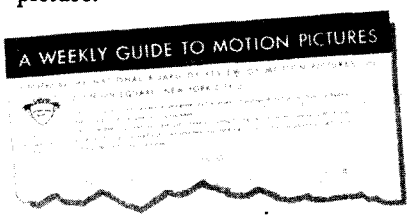

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BETTY HUTTON · CORNEL WILDE
CHARLTON HESTON · DOROTHY LAMOUR
GLORIA GRAHAME · JAMES STEWART
Color by
TECHNICOLOR
A Paramount Picture

ON THE GREAT STAGE
"STAR-SPANGLED"—Gala new revue produced by Leonidoff . . . settings by James Stewart Morcom with the Rockettes, Corps de Ballet, Choral Ensemble and the Music Hall Symphony Orchestra directed by Raymond Paige.

"Cosi fan tutte," he admitted to the members of the Metropolitan Opera Guild that he felt rather like a groom at a shotgun wedding. "My intentions were honorable," he added, "I had never seen the girl before, though I knew several of her brothers, 'Rigoletto' and 'Figaro' among them." Shotgun or not, the result is one of the happiest of marriages.

—JOHN MASON BROWN.

Briefly Noted

"LEGEND of Lovers" (Plymouth Theatre, New York City) is meant to be neither fashionable nor charming, but the Theatre Guild's efforts to make it slightly both have robbed Jean Anouilh's "vulgarized" Orpheus myth of whatever chance it might have had for a moderate run.

The action takes place in an enchanted railroad station and a run-down hotel room, each excitingly designed by Eldon Elder. The station represents the point of departure for those who, like the Greek Orpheus, prefer the immortality of the moment of true love to the series of tiny pleasures that constitutes "the happy mortal life." The latter, of course, is symbolized by the shabby room with a snooping bellboy who, like life, keeps happening in to contaminate the purity of events.

Sentimental touches, deletions of argument, and the miscasting of two such well-bred, good-looking actors as Richard Burton and Dorothy McGuire in ugly duckling roles are the principal distortions of the French script. They make the play obscure and unacceptable to the minority who still appreciate fresh and serious theatre as well as to the matinee theatregoers who wouldn't have taken to it in any case. Hugh Griffith does contribute a sardonic bit that is droll enough to please all and perhaps to suggest latent possibilities in the script to those of us who managed to find some compelling moments behind the Guild's fancy wrappings.

—HENRY HEWES.

SOLUTION OF LAST WEEK'S DOUBLE-CROSTIC (No. 929)

ESTES KEFAUVER:
CRIME IN AMERICA

The big question is this: Has criminal and political corruption, which the Senate Crime Committee's findings have shown is rampant, reached the point where America must follow the downward path of others? . . . We can lick organized crime.

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A GOOD STEAK

"A VERY FUNNY SHOW"—ATKINSON Times
PAULA STONE and MIKE SLOANE presents
PHIL SILVERS
in A New Musical Comedy
Top Banana
Book by HY KRAFT
Words & Music by JOHNNY MERCER
WINTER GARDEN • B'way & 50th St.
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"UPROARIOUSLY FUNNY!"
—BROWN, Sat. Review of Lit.
Leland Hayward presents
"REMAINS TO BE SEEN"
A New Comedy by Howard Lindsay & Russel Crouse
JANIS PAIGE—JACKIE COOPER
Howard Lindsay-Warner Anderson
MOROSCO THEATRE
W. 45 St. Mats Wed. & Sat.

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SRL Goes to the Movies

AN ALMOST FORGOTTEN ART

THE release of any good Japanese film in the U. S. is news; the arrival of a great one is sensational. "Rasho-Mon" (distributed in this country by RKO, to whom all hail) is, for my money, a great film, and the mystery is, where did it come from? It breaks entirely with Japanese film-making tradition, and its editing structure, camera-work, and acting challenge comparison with the outstanding film achievements in any country or period. Its greatest novelty is its story, which is non-national, timeless, and universal. More, it is a story about men and women—about sex—and it results, unless I am very much mistaken, in one of the two or three films ever made for grown-ups, instead of for kiddies six to sixty.

It concerns a double crime—a rape and a murder—told from four points of view, those of the three participants and of an onlooker. The three involved soften their versions to come off as well as possible in their own eyes as well as those of the court before whom they speak. The onlooker's version is presumably the correct one, although he, too, turns out to have been secretly involved in the horrifying scene which he witnessed and which haunts his conscience. These four complex variations on the same theme are unique for the fluidity of their narration, for the clarity of their interrelationship, and for the suspense they build; the film is an editorial tour de force and dramatically draws attention to this crucial function of the movie director. Certainly no director now at work has a better grasp of structure than the unknown (in the West) Akira Kurosawa, whose many talents merit a more complete description than space permits. Since it is impossible to deal with them all, I focus here on the aspect which I think will interest American audiences most, the acting—or, better, Kurosawa's handling of his players.

The acting in "Rasho-Mon" doesn't resemble that in other Japanese films I have seen, which is chiefly derived from the traditional theatre of Japan. Neither is it like stage or screen acting in the contemporary West. It is more like silent film acting than anything else I can think of, and how people will judge it is anybody's guess. In the 1921 "Tol'able David" there is a scene in which Ernest Torrence, the villain, prepares to fight the hero. As he nerves himself to the attack, a muscle in his face twitches uncontrollably. When this film is shown nowadays at the Museum of Modern Art, most audiences react to the face-twitching with laughter. They have forgotten—the conventions of present-day acting have made them forget—that under the stress of fear or anger, a man loses control of his nervous system. His pulse pounds, his heart beats faster, adrenalin pumps through him, he is apt to shake and make unintelligible noises. He cannot disguise what he feels. Speech is a method for disguising emotion as well as expressing it, and since dialogue dominates most films today the ability of silent screen actors to exhibit naked emotion has become a forgotten art which is not even recognized as an art when occasionally resurrected.

"Rasho-Mon" is a reminder of what it was like at its best, and this is no accident. It is part of the design of the film. The three participants in the murder describe it eloquently in words, but their eloquence is false. Like convicts "playing with the evidence," they dress up their stories to their advantage. But when we see what really happened verbal narration is abandoned, and the camera speaks as only it can. In this harrowing scene, both elemental and sophisticated, the disguises are stripped away and two men and a woman are revealed to one another in a light none of them can bear. All that has gone before was an attempt to mask that revelation, which is simply that "the human heart is hollow and full of filth." But also this strange, profound film reminds us at the very end the heart can be uplifted by the smallest touch, the most fleeting gesture, of compassion. Whoever Akira Kurosawa is, however he came into his greatness as a film director, it was by more than knowing his lenses and his cameras. He knows how difficult it is to live, how necessary to love.

* * *

For nearly twenty years Anna Neagle has been the darling of the British box office. Her knowing director-producer, Herbert Wilcox, has created and sustained her popularity in a series of historical pageants (interspersed with musicals) of which "The Lady with the Lamp" is the latest. This photograph of the well-known play about Florence Nightingale consists of short scenes of dia-

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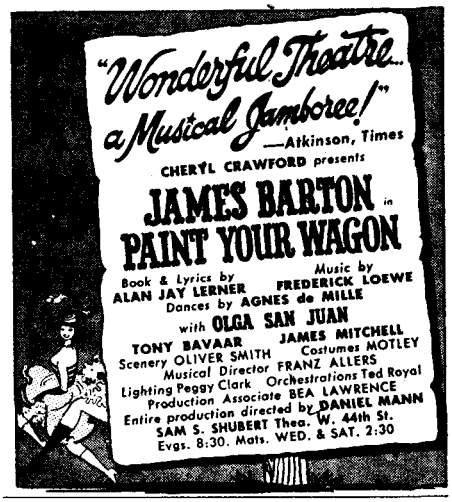
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logue strung together with subtitles like "Balmoral Castle, 1850," "Scutari, 1856," "The House of Commons, 1872," and so on (the film covers a span of more than half a century). It is blamelessly correct, tasteful within an inch of its life, and quite dead. Miss Neagle's performance is properly Victorian, but she makes Florence a woman with a mission, an instrument of purge rather than a compassionate healer. Just the same, I'll bet Mr. Wilcox is right again, as he nearly always has been. Ennobled and embattled womanhood still has the largest public of all, and when it is set in backgrounds of such ineffable gentility our national feelings of cultural inferiority constrain us to bow and applaud. I heard the picture so acclaimed in a projection room full of theatrical personages of high degree, and am prepared for echoes of their praise when the film reaches the public screens. —RICHARD GRIFFITH.

SRL Recommends

Rasho-Mon: Reviewed in this issue.

The Greatest Show on Earth: Ringling Bros., Barnum & Bailey spectacle that displays all the qualities that have kept director C. B. De Mille at the top of the heap. (*SRL* Jan. 12.)

Westward the Women: An epic detailing the difficulties attending the first shipment of women from Kansas City to California to give "roots" to the frontier. (*SRL* Jan. 12.)

Distant Drums: The Seminole War without moralizing but with lots of excitement. (*SRL* Jan. 12.)

Decision Before Dawn: An exciting, but arguable presentation of a "good German" PW who spies for us. (*SRL* Dec. 29.)

Death of a Salesman: An honest, dignified filming of one of the decade's most moving plays. (*SRL* Dec. 22.)

Miracle at Milan: Vittoria de Sica's Hooverville, Italy (or world), with realism upside-down, masquerading as fantastic comedy but issuing in satire. (*SRL* Dec. 15.)

The Big Night: The tragic coming-of-age of an adolescent boy among people knocked down and run over by urban life. Brilliantly directed and played. (*SRL* Dec. 8.)

A Christmas Carol: With the most wonderful Scrooge of all—Alastair Sim. (*SRL* Dec. 1.)

Detective Story: Faithful, moving adaptation of Sidney Kingsley play, well acted and only slightly modified for the innocent movie-goer. (*SRL* Nov. 10.)

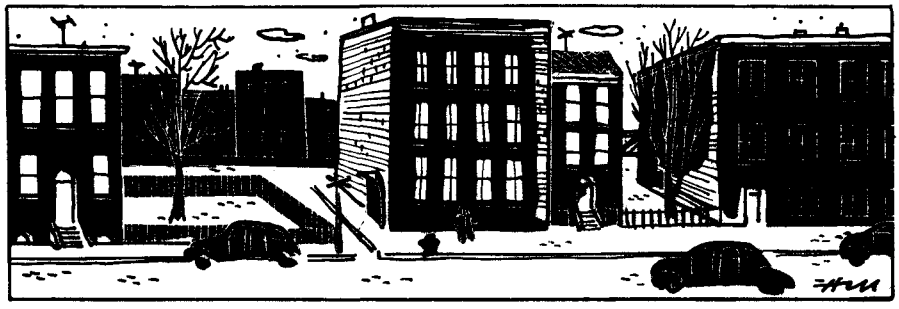
The Browning Version: So accomplished a filming of the Terence Rattigan play about a stiff-lipped English schoolteacher that its basic sentimentality is almost acceptable. (*SRL* Nov. 10.)

The Lavender Hill Mob: Alec Guinness as probably the world's most lovable bank robber. (*SRL* Oct. 13.)

The Red Badge of Courage: A translation of Stephen Crane's Civil War classic into what may well become a classic of twentieth-century American film making. Masterfully directed by John Huston; with Audie Murphy and cartoonist Bill Mauldin. (*SRL* Sept. 29.)

TV and Radio

REVIVING THE LOST MINSTREL ART



'TWAS THE night before Christmas, and all through the house resonated the hollow thunder of the annual red-green touch in broadcasting. Not a program but was wrapped in sudden, solemn devoutness or decked with caroling boughs of holly. The faiths had their TV holiday with the usual religious films, notable chiefly for their abundance of newly-pressed early Christian robes from the costumers and for scads of bad acting. Scrooge was unchristianly beaten to death again, even on a comedy show. And Greer Garson came tinseled in "The Night Before Christmas" on, of all things, "Suspense."

'Twas then that NBC-TV put on Charles Laughton reading from Dickens, Daniel, Thomas Wolfe, Aesop, James Thurber, and St. Luke, and the house came down a brick at a time; for never on TV have I heard such a clatter of the color, shape, power, and beauty of words read with such vitality, virtuosity, and winning grace as tumbled in unadorned visual simplicity from the speaking image of Mr. Laughton. The man behind Bligh, Rembrandt, *et al.*, appeared genial, informal, and unassuming on a studio stage before a plain curtain. He alternately leaned on and bounced away from two tea tables pyramided one upon another and read, or rather pretended to read, most of his selections. He gestured with expressive hands, hemmed, hawed, cleared his throat, snapped his fingers, shook horn-rimmed glasses, whispered, shouted, paused and raced in turn—and out of solid, sound, classic words and ideas came character, scene, and mood sharp with insight, humor, and unfailing fascination.

First, there was a bit from the Rembrandt film, a short, tender panegyric to a wife. Then the coach rattled, the board groaned, and we were punch deep in "Pickwick Papers" in all its lusty English fustian, warm and vibrant with the universal colors of Dickens's special world. Then the brevity and wit, ancient and contemporary, of Aesop and Thurber. Then "Of Time and the River," Trains and the Moon, phrases like "the huge attentive gape of emptiness" and "the floating void and loneliness of moon-haunted earth," read with most effective representational tempo and nuance. Shadrach, Meschach, and Abed-nego came alive, out of the burning fiery furnace, out of the Book of Daniel, with the intensely oriental rhythm and flavor of "the sound of the cornet, flute, harp, sackbut, psaltery and dulcimer, and all kinds of musick . . ." And with eloquent restrait Mr. Laughton was entering upon the Second Chapter of Luke and The Birth of the Savior, when Christmas actually came, midnight broke, and irreverently clear sounded station identification.

Mr. Laughton has been reading around the country for some time, reviving the lost minstrel art. I do not know how large a repertoire he has, or whether he could sustain the Christmas Eve effect in other broadcasts. Perhaps a series would dull the sparkle. In any event this is wishful thinking; the networks have no familiar truck with great words and grand artistry, and Christmas comes but once a year. Virginia Hill, Douglas MacArthur, and Charles Laughton turned in the best TV performances of 1951. The Lady in Mink and the General were one-time-onlies; Mr. Laughton may be opened again, Christmas 1952 and thereafter. NBC-TV, please note.

* * *

The Sunday before New Year's Day, CBS radio did its third annual "Years of Crisis" roundup of the world situation, by Edward R. Murrow and seven

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"flown-in" correspondents. The reporters weighed America's growing power in the continuing crisis. The broadcast was considerably poorer than its predecessors, mechanical, verbose, dull. All the newsmen read in hopeless monotony; all sounded interchangeable and said little that any informed citizen could not say. This is bad use of resources. These men are all intelligent, sharp observers of the world scene. Why not let them speak, ad lib, as men and not as leased wires? The program suggested that it might be time for the CBS news staff to reexamine its delivery: these able reporters have fallen into a rut of standardized, inhuman "jargonese."

CBS-TV's "Toast of the Town" demonstrated, the same Sunday night, the strength of its variety format. A number of the year's "best" acts were brought back for review. Joe E. Brown told a delightful joke about three turtles, Helen Hayes played Queen Victoria, Oscar Hammerstein II recited his lyrics of "The Last Time I Saw Paris" (and should not have been accompanied by the literal "acting out" ballet group), Alfred Lunt performed a scene from Robert E. Sherwood's "There Shall Be No Night," and Hilda Gueden, of the Met, sang an operatic aria.

Of all the variety shows this has been the most adventurous in seeking formula refreshment. Seven turns on vaudeville worth repeating is high score for a year.

—Robert Lewis Shayon.

Music to My Ears

SHAW, WITH AND WITHOUT—CANTELLI WITH

AMONG the musicians we value in the American community few strike a more responsive chord than Robert Shaw, whose youth, ability, and dedication to the unglamorous art of choral direction foreshadow a long and useful career. These well-meaning words may sound more like an epitaph than a recommendation—a situation Shaw is attempting to correct by a series of six concerts in Carnegie Hall, in which he will direct virtually every important standard work of that repertory and half a dozen novelties.

I was not able to hear the Mozart "Requiem" which began the first concert, but in the Debussy and Ravel "Chansons" which followed and the Bartók "Enchanted Deer" which concluded the evening it seemed to me that Shaw is more than ever a specialist among specialists. His gift for the nuances of the voice, the inflections of words (especially French), the aspirated control of rhythm are extraordinary—but they seem to function at full force when he communicates directly with the singers, as in the unaccompanied Debussy and Ravel. This was mastership of an order rarely encountered in any genre of musical effort.

—*RCA Victor Records photo.*

". . . Shaw is more than ever a specialist among specialists."

However, the Bartók brought an orchestra on stage, between Shaw and the singers, and revived an old, gnawing suspicion of mine that they tend to comprise a wall, rather than a bridge. The enunciation by the singers was cruder, the choral attacks less secure; the color values in the instrumental scoring muddy and indistinct. I found this rather bland Bartók, well worth hearing, full of imagination and fantasy.

* * *

Both the Philharmonic-Symphony Orchestra and Guido Cantelli are to be congratulated for the common good will which brought the young Italian conductor to the stage of Carnegie Hall for a four-week engagement beginning just after the New Year. Certainly the orchestra had more to gain than the conductor, who could go ahead, quite nicely, doing guest engagements here and there and the other place, without exposing himself to the special and searching comparisons engendered by this association.

At the same time, it is important for his future that he accept these comparisons, as a measure of current accomplishment and an index to the future. It also pointed up the fact that actual, live performance is and always will be the final challenge to a performer, vocal or directorial.

As seen, in the hall, Cantelli's musical personality was a lesser thing than it has been in broadcasts with the NBC Symphony; not much, but enough to make one aware of the new conditions. One sensed a disposition of effort, relative to the Philharmonic, which did not always produce the results he achieved with the NBC Orchestra; a tug, if not of war, which was definitely not of peace.

Cantelli's powerful musicality, his earnestness and intensity, were evident throughout; in four Frescobaldi works arranged for orchestra by Ghedini, in a Monteverdi "Magnificat" adapted by the same hand, and in the Beethoven Fifth Symphony. Major merits included directness and concentration on the matter in hand; minor (but by no means inconspicuous) demerits included something more than tolerable rigidity, a kind of musical primness which might be endearing or fatal, depending on how far it is prolonged. Eventually, one felt, nothing conclusive could be drawn from this

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skirmish: there are other battles ahead before the campaign is decided.

* * *

It's an old, old, boring story: give a singer an inch of the Metropolitan stage, and she'll soon be wanting every foot of it. The tendency is not limited to one sex or another: the female is indicated because of the latest manifestation of the truism in the person of Hilde Gueden, appearing for the first time as Susanna in Mozart's "Nozze di Figaro." Miss Gueden, who had been demure as Gilda ("Rigoletto"), vivacious as Rosalinda ("Fledermaus"), and coquettish as Musetta, apparently decided to be all of these things as Susanna. Unfortunately, Mozart didn't write it that way.

What resulted was a brilliant performance by Miss Gueden of Miss Gueden, in which she strutted rather than walked, played constantly to the audience, and didn't even bother to sing the music accurately. If this is the effect of a nice Metropolitan success and one TV appearance, we shudder to think what will happen to her in another year (a revival of "Countess Maritza" no doubt). Martial Singher did his own kind of hearty Figaro and Fritz Reiner his kind of cozy, undemonstrative one. In between, Victoria de los Angeles, Mildred Miller, and John Brownlee performed as is their wont, which is very good. But there was more than one bad apple to spoil this particular barrel.

Mention of Miss de los Angeles would be incomplete without tribute to her personal feat of giving luster to a Metropolitan venture previously noted as lacking point or purpose—Massenet's "Manon." It doesn't make sense that alteration of a single performer should count so much, but the substitution of De los Angeles for Albanese made the difference between "Why Manon?" and "Why—Manon!". She provided both the expressive dashes and the accentuating exclamation point in an exhibition of beautiful singing and affecting dramatic art not matched in this role since Bidu Sayao's best. Giuseppe di Stefano (Des Grieux) and Jerome Hines (Comte des Grieux) remained as God made them—which is no credit to His handiwork.

A debut in the upper brackets of pianistic promise was made by Maryan Filar, Polish pianist, at the most recent visit of the Philadelphia Orchestra under Eugene Ormandy's direction. A graduate of Miadenek and Buchenwald prison camps as well as more customary musical institutions, Filar showed an uncommon sympathy for his instrument, a large tone of individual hue and coloration, and abundant technique. —IRVING KOLODIN.

ANTHONY TROLLOPE's "North America," first published in 1862, went out of print in the United States in 1863. Now, thanks to Knopf, it is again available, this time in a handsome, entertainingly illustrated edition ($6), carefully prepared by Donald Smalley and Bradford Allen Booth. The editors have reproduced the text of the first English edition, with minor corrections, but have wisely seen fit to omit five chapters and three appendixes that the author felt necesary for the information of his original English readers. In exchange we are given an excellent introduction; many informative footnotes; a detailed itinerary of Trollope's American tour, taken from his account book; the chapter on his first visit to America, taken from "The West Indies and the Spanish Main"; a description of his visit to California in 1875; and a useful bibliography. Author and readers could not have been better served.

"North America" is a large, untidy, outspoken, instructive, thoroughly enjoyable book by an experienced traveler and rapid writer, who had keen eyes and a lively, practised pen. His prejudices were many, but with them dwelt a saving sense of humor. He knew very clearly what he liked and did not like in human behavior, but he did not try to erect his likes and dislikes into rules for the conduct of all mankind. He was English to his marrow, but he was wise enough to know that Americans must go their own American way; and they had his blessing, even though he could not delight in every temporary aspect of their journey. He was in the United States, save for a brief visit to Canada, from the beginning of September 1861 to March 12, 1862. The Confederate States were closed to him by the war, and it was inevitable that the war itself should take a prominent place in his pages. He examines its probable causes, speculates on its probable consequences, views the Union soldiery with a mixture of admiration and disgust, is shocked by Northern profiteering, ad fears that Britain may be forced to move against the North because of the Mason-Slidell incident.

Dividing his attention between the physical and the social scene he hymns the beauties of Niagara and West Point and the Upper Mississippi, analyzes "the frontier character," contemplates with no little horror the upbringing of American children, loathes Washington, ends by falling in love with Boston, is baffled by the taciturnity of Western Americans, recoils from the blackness of Pittsburgh, finds that Kentucky offers the most suitable situation for an English gentleman's rural residence, discovers nothing worth seeing in New York City, and, at Cincinnati, is nearly overcome by "the odour of hogs going up to the Ohio heavens." He abominates the American practice of overheating all dwellings, decides that American newspapers are both untrue and unreadable, holds out against woman's rights, is fascinated by the American attitude towards money, is amused by the popularity of lectures as a royal road to learning, discourses at length on methods of travel, and, while marveling at the size of our hotels, asserts that in not one of these vast establishments has he ever eaten a single comfortable meal. Most important of all, however, is his clear recognition—beneath the social superficies—of the genuine virtues of the American democratic experiment.

Philipp Spitta's great and famous life of Bach—"Johann Sebastian Bach. His work and influence on the music of Germany, 1685-1750"—has been reissued by Dover (three volumes bound as two, $10). Bach's life was his music, so this comprehensive history and analysis of his compositions is a book for musicians and students of music. No artist ever enjoyed a richer inheritance of talent and experience than did Bach; no artist ever lived who more fully repaid his debt to his ancestors.

Dover also gives us "The Complete Nonsense of Edward Lear"—drawings, verse, and prose—edited by Holbrook Jackson ($2). Offhand one might think that Lear required no introduction, but Mr. Jackson's introduction to this attractive volume is both interesting and illuminating.

"How to Attract the Wombat" and "How to Become Extinct," by Will Cuppy, master of footnotes, may now be had from Garden City for $1 each.

—BEN RAY REDMAN.

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THE BUSINESSMAN IN AMERICA

The Writer & the Entrepreneur

(*Continued from page* 11)

neur has changed—and so has the artists' view of him.

What Ivy Lee failed to accomplish for the elder Rockefeller a David Rockefeller achieved by working with Fiorello LaGuardia, a Nelson Rockefeller with the Coordinating Committee on Latin-American Affairs. The millions dispensed in enlightened public service by the younger John D. eroded the impression of his frugal father patronizingly dispensing dimes.

The change in the businessman's attitude towards the total community was evidenced and influenced by a development without any substantial parallel in America's history. Businessmen began to enter the arena of government, not to occupy honored sinecures, the ambassadorships and cabinet posts, but to grapple with the day-to-day administrative problems of an involved industrial society. Just as there is no stereotype that can accurately describe the businessman, there is no common denominator of background, wealth, or political view to describe these men: U. S. Steel's Stettinius, Secretary of State under Roosevelt; General Motors' Knudsen, associated with Sidney Hillman in the nation's war production; U. S. Rubber's Cyrus Ching, heading the nation's labor conciliation service; Studebaker's Hoffman, administering the entire Marshall Plan; General Electric's Wilson, directing the nation's current mobilization; the U. S. Chamber of Commerce's Johnston, directing price and wage control; Banker Harriman, international trouble shooter for Harry Truman.

The curtain fell on the old-style business baron in a scene before a Senatorial committee: J. P. Morgan, climaxing his career with a midget placed on his lap by a publicity-hungry press-agent. Morgan's successor in trade, Dillon Read's Forrestal, ended his career with the dignity of high tragedy, broken-hearted after a decade of public service. Art Young's fat-bellied tycoon mumbled the platitudes of Elbert Hubbard; banker Forrestal died after copying these words of Sophocles from a book beside his bed:

> When Reason's day
> Sets rayless—joyless—quenched in cold decay
> Better to die, and sleep
> The never-waking sleep, than linger on,
> And dare to live, when the soul's life is gone . . .

IN 1952 the U. S. executive is a key world figure as he manages the vast American industrial and mercantile plant, itself a bulwark of democracy and an incalculable force for freedom.

The Saturday Review believes it important that thoughtful people have a fresh appraisal of the American businessman, of his 1952 state of mind toward the public, of the problems he must solve in this year of crisis, and of the philosophy by which he lives and which he is trying more and more to articulate. *The Saturday Review* also believes that the American executive would find such an appraisal illuminating for himself as he looks at the world across his desk.

That is the theme behind this year's annual survey of the books, ideas, and issues of importance to the businessman during 1952.

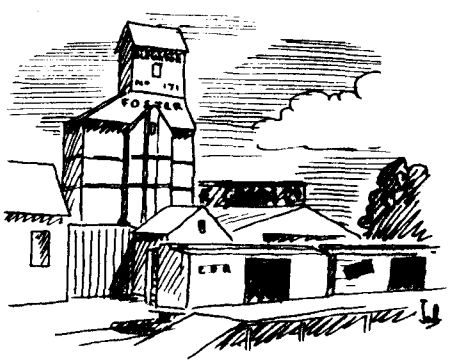
It is a new generation of businessmen that is now sitting for its portrait. A Charlie Wilson who can still point with pride to his own underprivileged days is growing rarer. Now there are thousands of executives whose youth was spent studying Marx, Ricardo, and Keynes in colleges and schools of business administration, men who are not afraid of books and who at least have firsthand knowledge of the ideas and doctrines with which their times have to deal.

It would be easy to draw unwarranted conclusions from these and similar facts. It is not that business has lost its self-interest. Each time a Government official in RFC or Internal Revenue has betrayed his public trust, there has been in the background a businessman with his hand in the public till. Protests against the "handout" state are sometimes made by those who are quick to take the handout. Greed and blindness, vulgarity and ignorance still abound among businessmen—as in the rest of the community. But if generalization is possible, it must be said that a vast change has taken place, effected by the disciplines of knowledge, of responsibility, of culture, of basic convictions.

Business's unheralded efforts to fill a place of responsibility in the community are easily overlooked because of the throw-backs who occasionally make the headlines. At a recent meeting of the National Association of Manufacturers Dr. Ruth Alexander addressed herself to the welfare state. She concluded with, "When anyone asks, 'What part of the welfare state must we abolish?' we must answer *all*." Such statements are more dramatic than the hundreds of thousands of welfare programs in operation within individual businesses, large and small. Yet, for every bit of bombast spoken at an NAM convention there are thousands of businessmen in the Committee for Economic Development who favor a program and speak a language that is as foreign to NAM as the NAM is to its own lustier predecessors.

NAM is not especially to blame for this kind of bad press. Businessmen generally tend to speak a language that belies their own actions. They frequently talk in outworn cliches. The cultural lag is not between their action and that of the community; the gap is between what they themselves frequently say and what they themselves actually do. But here, too, the changing nature of the executive has already had a corrective effect.

Those most profoundly shocked by "Death of a Salesman" were, interestingly enough, businessmen. Like others, they were shocked as individuals by the tragedy of waste and the agony of frustration portrayed before them. But they were also shocked by the terrible untruth of the plot. Somewhere in this country there may be a hell-hole of an executive's office where a lifelong employee can be called in and casually fired after being made to listen to the babbling of the employer's family on a new wire recorder. To be sure, discharge is an unhappy reality in business, in government, in labor unions, and the plight of the older worker a real and pressing problem. But for each such callous incident there are countless offices and factories with well-worked out and essentially humane retirement practices. There are thousands of pension systems, health and welfare plans, annuity pro-



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Upton Sinclair, Theodore Dreiser, John Dos Passos, Budd Schulberg, John P. Marquand, Clifford Odets—"the American writer has helped shape America's view of its businessmen."

tections. In their absence many firms retain, and respect, employees who have lost their utility. There is actually more placement work being done within American industry today than by outside agencies. And the trend is such that ultimately there may be a greater number of psychologists and case workers functioning in business's personnel offices than in the facilities of America's social service agencies.

Perhaps the most profound change of all is in precisely this direction—the employer's understanding of his own responsibility toward those he employs.

Along with this development has come the introduction of the technician into top management. The degree of specialization and the search for scientific precision in management methods has multiplied with fantastic speed in the last decade. Annually, scores of top company executives leave their desks for courses at institutions like the Harvard School of Business. There, together with union officials, they take an intensive four months of training.

How profoundly attitudes have changed is illustrated by the new conception of employee relations. As recently as twenty years ago the law schools were still giving courses in "the law of master and servant." Under the impact of the Wagner Act the emphasis shifted to courses on "labor relations." Now the academic curriculum is again being rapidly outmoded. The specialist in "labor relations" is being replaced in corporate practice by the technician in personnel management—the practitioner of the combined disciplines of applied psychology, psychiatry, sociology, and anthropology.

It is the exceptional factory now where collective bargaining does not exist and where it is not conducted in an atmosphere dominated by respect and intelligence. And the more farsighted businessmen today are concerned about aspects of organized labor far different from those that worried their predecessors of a generation ago. They are concerned lest Walter Reuther, a far cry from yesterday's knock-down and drag-out labor leader, move labor away from the tenets of Samuel Gompers towards a labor party. They are concerned that the large union is too ready to destroy the marginal shop, the weak, the dependent, the small sister in business. They are concerned with the ultimate national implications of industry-wide bargaining. They are less concerned about the unions' strength at the bargaining table than they are about the readiness of some labor leaders to rely on government to settle disputes. But even these worries are far from consistently held. Note that the key provision of the Taft-Hartley Act which they support, sanctions government intervention in certain situations.

To be sure, there are shops in the country where the "law of master and servant" still prevails. There are still front offices where the boor and buffoon hold sway. There are still thousands of up-by-their-bootstraps company executives who handle all problems and specialize in none. There is still greed and dishonesty, unethical competition, and the threat of depression. But the businessman's relationship to himself and his community has changed as profoundly as the community. In some respects he has changed more profoundly. Public opinion polls demonstrate that the executive is more internationally minded than his employees, that he is more frequently in favor of Point Four than his workers, that he supported the Marshall Plan more enthusiastically than the union members in his plant.

World events have contributed to this evolution of the businessman—and to the writer's view of him. Much of America's social protest had its roots abroad. The Marxist umbilical cord tied many an artist, though native-born, to the social experiments and political upheavals of Europe and Asia. The heritage of World War I, the crumbling of the last strongholds of absolute monarchy, produced sensitive hope among many intellectuals that a new humane society would replace the crumbling dynasties. Some learned sooner, some learned later, that the great social gains were being achieved under American capitalism while injustice and degradation were compounded under Fascism and Communism. Others, never attracted by either philosophy, began to see the vast difference between capitalism as it operates here and the capitalism of France, Italy, and even England. The artist, previously in intellectual revolt against the material and mechanical aspects of life, began to fear that free choice in the market place of ideas might not long survive the collapse of free choice in the market place of commodities.

Many of the Marxist-oriented writers foreswore their former allegiance. Some, in their penance, swung sharply to the conservative extreme — John Chamberlain, Eugene Lyons, John Dos Passos. James Burnham, in his transition, discovered the then little understood fact of American life, that the owner-capitalist had been replaced in major American industry by the hired corporate manager who owned little or none of the property he directed.

It is hard to know what contributed most to the changing portrait. The impact of FDR upon the business community undoubtedly played as great a part as the voluntary changes that were taking place within American industry. As important as any one other factor was the nation's relief over the end of the great depression and its pleasure at eleven years of prosperity and continuously increasing employment. Dramatic changes in the distribution of American incomes also had their effect.

The New York Times, reporting on the findings of Dr. Simon Kuznetz of the National Bureau of Economic Research, had this to say last December:

> The United States had gone nearly half the way toward absolute equal-

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ity in income distribution. The trend in the Soviet Union is in the contrary direction....

The progressive income tax made the income shift sharper, but did not produce it, the survey showed. More and steadier jobs, better jobs at high wage rates, the growth of free collective bargaining and of social legislation, and the advance of progressive management were said to account for many of the changes.

But no statistics can convey the change that impels a Texaco to sponsor the Metropolitan Opera programs; or Corning Glass to appoint Dr. Edward U. Condon as its research director after he was so irresponsibly accused of un-American activities; or the Container Corporation of America to run a full page advertisement in *Fortune* magazine in tribute to Henry George. In an article, "The Businessman and Picasso," *Fortune* recently described the extraordinary impact of advertising on the nation's artistic taste. The design of American products has experienced a profound revolution in taste. The shape of America's industrial buildings has helped pioneer a new age in architecture. Here, too, of course, the picture is far from uniform. The contributions of business to vulgarity on radio and television are at least as notable as its more cultivated achievements.

What does the finished portrait look like? If the picture were still a stereotype, description would be simple. There are several vague characteristics generally shared by businessmen.

Compared with most of his fellow Americans, perhaps, the businessman is more conservative in his political views. He is apt to become as sectarian and professional in his reading as the doctor, the social worker, and the lawyer. He has a greater fear of big government than he has of big labor. He believes his enterprise is being socialized progressively by taxation and government regulation. He is more worried about government debt than the average citizen — perhaps because he has a greater knowledge of bookkeeping and balance sheets.

He wants his employees to be happy, and he has a tendency to believe they are even when they are not. He expresses an active dislike for social and economic caste, though he tends to conform to both in his own private life. Like the rest of the world, he wants to be loved by his community, his wife, and his children. He needs to feel socially useful as well as financially successful. And in these latter respects the writer's current portrait begins to emerge more accurately. It reveals a businessman who is not so different from his neighbor because, as Marquand might suggest, he is a commuter with a soul.

JUST WHAT IS AMERICA?

(Continued from page 12)

instinct for non-governmental collective action, what was implied was that Americans possess a sense of duty imposed from within, not the kind that is imposed from without by a Kremlin or a Hitlerian Braunhaus. When a panel member asserted that in America leadership is nobody's birthright but has to be earned by the acceptance of responsibility he was throwing out a moral statement for debate. When the table dealt with property, not in terms of private versus state ownership but in terms of the worker's right to property as one of the fruits of his labors, it was really discussing the rights of man and not the legal subject of property; and it was natural that the discussion should have been summed up in President Gideonse's suggestion that we were moving towards an older Christian concept of property as justifiable only when it is "an extension of human personality." (The idea that the farmer and his land, the craftsman and his tools, the householder and his home are an entity, they are not affected with two different "rights," the one human and the other property.) Again the line of attack was moral and philosophical when, on centralized versus decentralized power, Mr. Davenport displayed that the centralized power is destructive of man's sense of responsibility to the local community and Dr. Tannenbaum pointed out that it does violence to the role of the family as, historically, the basic "social security institution." Competition as something basic to the American society was inescapably approached from the same point of view. Mr. Wheeler, for instance, defined it as the system which permits the individual to "realize his potential"; and Mr. Hoffman took this occasion to praise our anti-trust laws as having maintained competition and thus forced business to manifest "a great outburst of mental activity which would never have taken place without it."

So much by way of example. There was a good bit of conflict about details, but not as much as will arise in subsequent round tables planned by the Advertising Council, when more debatable propositions may be advanced. Those here discussed were so basic, and in a sense obvious, that there was a danger the panel might look with excessive satisfaction and an eye too little critical upon our society; but Mr. Barnard, in particular, abetted by Mr. Canham and Mr. Davenport, frequently brought the meeting back from self-praise to reality.

ONE item of importance remains to be reported. It happened that eight French newspaper editors, then visiting America, were in the audience, complete with interpreters and earphones. "We should never have imagined," one of them said to me earnestly, "that American businessmen would be interested in moral and philosophical questions; in the nature of their society; in the well-being of their community." Had there been time I should have asked him where he thought our social peace and absence of class antagonism came from; and if he was not aware of the profound difference between the capitalism of the Continent and what J. W. Young has called our "socially conscious capitalism." I should have pointed out to him that American businessmen accept the burden of leadership, and that European businessmen, on the whole, do not. I should have reminded him that Continental businessmen are influential, but they are suspect. They are powerful behind the scenes, but they are not trusted or even admired by their fellow citizens. I should have asked him if it was not true that the non-Communist European labor leader is forced to be a revolutionary, is forced to think first in terms of political power and only afterwards about the welfare of the worker, because he can get no cooperation from the European businessman in what ought to be a joint effort to preserve free institutions. The Continental businessman appears to see no alternative to the continued existence of a proletariat; in our tradition there is no room for even

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the idea of a proletariat. I do not mean to ignore the contributions of political thinkers, legislators, jurists, social workers when I say that if our capitalism differs from the European kind one fundamental reason is that our businessmen and labor leaders have known how to work together.

How lacking in prescience was the most brilliant of our sociologists, Thorstein Veblen, when he wrote in 1915: "Nowhere have the businessmen had so full and large a discretion [as in America], nowhere have they been favored by government regulations to the same extent . . . and nowhere have they fallen short of their opportunities by so wide a margin." How much more sharp-eyed, on the other hand, was the truly philosophic John Stuart Mill when he wrote in 1861:

> The striving go-ahead character of England and the United States is only a fit subject of disapproving criticism on account of the very secondary objects on which it commonly expends its strength. In itself it is the foundation of the best hopes for the general improvement of mankind. . . . If the desires are low placed . . . the immediate result of the energy will not be more than the continued extension of man's power over material objects; but even this makes room, and prepares the mechanical appliances, for the greatest intellectual and social achievements; and while the energy is there, some persons will apply it . . . to the perfecting . . . of man's inward nature.

It was precisely the concern of American business leaders with primary, not with "very secondary," objects which prompted Mr. Young, C. J. La Roche, and their colleagues of the Advertising Council to sponsor a first round table "on the basic elements of a free dynamic society." The success of that effort has encouraged the Council to project a series of round tables for the new year. It is not impossible that out of them may come evidence that, placed between the oppressive inefficiency of Communism and the greed and chicanery of exploitational capitalism, the American system offers the world that Third Force which Europe, after six years of striving, has failed to find in Socialism.

Materia Medica

By George Scarbrough

O YOU dimidiate doctor, you half-faced feeler,
You needle nun! in my outrance
What fool engaged your outrecuidance?
What outriding idiot conveyed your hack
Here to plant a bodkin in my back?
And poultice my mind with a joke
Miscarried and miscellaneous like everything else in your poke?
O ye daughters of Jerusalem Oak,
But I am sick! And this is a healer?

And, cosseting capskull, I am confined
With modern medicine's fair-haired apostle
Who sings penicillin like a drugged throstle!
His hand is under my head tenderly,
But he will not comfort me with flagons of sassafras tea,
Or elderberry wine. Ye walls of shittim wood he needles me
Again! I'm going non compos in my mind!

And this is a healer, O you Lebanon cedar!
You alderliefest alder, this is a medicine man
Who does more than catnip can?
My lights and liver have both gone askew,
And I have a bit of kidney trouble and my blood, forsooth, is blue,
And, mountains of mullein, some colic too!
And he won't give me a drink of calamus water!

Send him without, ye nookshotten plain.
I shall arise and take the helm
With a dose of slippery elm.
Heartleaf and foxglove and queen of the meadow
Will accomplish a man in me where there was but a shadow,
And sassafras will change the tune in my bed! O
Ye curative country, I'll be unhandseled again!

CHANGING FACE

(*Continued from page* 12)

have yielded to shades of gray. Some will say that business has compromised; others will say the public has softened. The truth is that they have grown up together. As often as not the "grays" in our kind of society are signs of growth and increased democratic understanding. "Compromise," an overused word, doesn't describe what has happened to the relationship between business and the people. Instead of each giving up any of their old principles, both have gained principle through the years. Society is better off for the change.

LET'S first take a glance at how the public looks at business. The public seems to pass not one but three judgments on business. First, people pass judgment on business as a maker of products. This is easily the area in which most people have the greatest degree of experience with business. Attitudes on products are affected in turn by three conditions: whether a business's products are available or not; whether or not the quality of the product seems to be steadily improving over the years; and whether or not people's purchasing power is in a favorable or unfavorable state as far as a particular product or group of products is concerned.

Second, people pass judgment on business as a neighbor. They live in the same communities as the corporations do business. They work for them and their neighbors work for them. They feel the influence and power of business on the local community level more than perhaps anywhere else. What kind of an employer business is, whether or not the smoke and fumes from its factories annoy them, and many other personalized experiences with business can shape a powerful image in people's minds.

Third, people judge business as a citizen. People want to know if business is doing all it can to make the system work for the good of all the people, and they want to know if the economic decisions business is making are in keeping with the economic welfare of the majority.

These are neither complete nor exact classifications. Since most people do not make such distinctions consciously, there is bound to be a fair amount of overlapping between the three ways of judging business. Furthermore, there are inevitable variations; people do not, for example, necessarily pass the same judgments on department stores

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and laundries as on industrial enterprise. But the fact remains that people do have different ways of judging business, and some approximation of just how they do it is necessary for an understanding of their opinions regarding business. The three ways of judging mentioned above represent the best analysis my colleagues and I have been able to make of the replies to questions about business which we have collected in years of extensive opinion polling on this subject.

When hundreds of specific judgments by the public on these three fronts are added up, certain major attitudes seem to emerge—what might be called the American "philosophy" of what business life should be. According to our analysis these attitudes are three:

(1) The vast majority of the people believe in and want a system of private ownership and operation.

(2) A great many people believe that too much of business is at best amoral and at worst greedy.

(3) Because they know that under today's conditions they have not the means to do it themselves, many people want someone to keep an eye on business—and their candidate for that "someone" is government. (Some, however, are now concerned about who keeps an eye on government!)

The American people, our analysis further indicates, are willing to give a clean bill of health to the idea of private ownership of industry, and even though it may have lessened the opportunity of the individual to "be his own boss," they are willing to give a clean bill of health to the idea of "bigness" in business. They are willing not only to let businessmen out of the doghouse to which they were relegated during the early Thirties, but even to extend to some of them a testimonial dinner for their recent especially good efforts. They are not, however, willing to place property rights above human rights. Nor are they willing to regard dividends as more sacred than wages.

The American businessman, on the other hand, has changed his attitude toward the public and his responsibilities to it. It is not going too far to suggest that in business's more enlightened areas "the public is welcome" has replaced "the public be damned" as a guiding philosophy. America's largest privately owned corporation, Standard Oil Company (N. J.), is setting a pattern of recognizing its obligations to employees, stockholders, customers, and the general public that would have shocked the big businessmen of 1900—and the company is making good profits, too! Henry Ford II, no inventive and engineering genius as was his grandfather,

Frank M. Folsom and Henry Ford II—"attention to human engineering."

devotes his attention to human engineering. Dwight Palmer, president of General Cable Company, spends time and money working for equal economic opportunity for Negroes. Frank Folsom, president of RCA, helps direct that company in a manner that undoubtedly shocks his old boss, Sewell Avery. The list could go on and on.

PART of the reason for this is an increased awareness and sensitivity toward public opinion on the part of the businessman. More and more, he has come to understand that there is an important human equation in the process of making and selling successfully. It isn't simply a matter of getting people to buy your product by any available means. Nor is it a matter of paternalism—of "owning" people, their destinies, and their personal lives. Rather, the businessman must understand how people think, live, and what they want and aspire to. He must have a genuine philosophy and a concrete program—not a program to force down the throats of an unknowing public but a program which clearly sets forth and implements his philosophy of living with that public.

With this new-found respect for his publics (and there are many of them), the businessman has come in many instances to realize that his problems are not the only ones in the whole of society. In fact, the modern businessman knows that he and his colleagues can no longer be isolated from society into what has been called the "world of business" or the "business community." Free business is an institution which shares the helm of society with other free institutions: free government, a free press, free churches, free unions, and free universities. What in many quarters used to be called the "prerogative" of business is now considered business's privilege to serve. The businessman must make important decisions affecting our economic life, as a producer, employer, and distributor. These functions are indispensable to any well-ordered society; serving them properly, the businessman has an important role to play. But, increasingly, he has come to realize that his is not the only important role in society. Other institutions have other important roles to play. Sometimes the roles conflict and the businessman has come to learn that there are times when business's role must be secondary rather than paramount.

This change in business leadership has not been a revolutionary one, and it is not yet complete, but it is a big change and it has taken place in a remarkably short period of years. The increased understanding on the part of businessmen has come gradually, just as more favorable public attitudes have developed step by step over the years. Obviously business will be in better repute in prosperous times than in times of depression. This is as it should be; for part of the businessman's responsibility—if not the prime one—is to do his job well, and to be judged on how well he does it. One of his jobs is to create employment stability at good wages. The businessman's welfare is intimately tied up with the welfare of all the people and more and more of them know it. The best public relations practice, the most successful businesses have learned, is not to hide anything, but to operate openly in a manner which will make the things you do speak for themselves.

This is not to say that Utopia has arrived. There are still politicians and members of the general public who would smear all businessmen because some are bad. There are still businessmen who *feel* "the public be damned" even if they dare not say so publicly. But the climate has improved—vastly improved—and as a consultant to business and a measurer of public opinion this improvement seems to be firmly rooted in a more literate understanding of what is basically a better performance on the part of business itself.

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THE ISSUES AND THE BOOKS

WHAT'S AHEAD for American business?

The forces churned up by a no-war, no-peace economy confront the business community with new and critical challenges. The answers which emerge during 1952 — whether by choice, chance, or compulsion — will bear profound social and political as well as economic implications for the future.

On this and succeeding pages The Saturday Review *presents analyses of eight major present-day issues, together with lists of recent books which throw light on them. The lists were compiled by Robert Cousins, editor of Executive Books. The analyses of the issues are the work of the following members of the Board of Editors of the Research Institute of America:*

Mobilizing Industry, by Henry Bund
Paying for Security, by Leon Gold
Inflation, by Gerald J. Doyle
Business in '52, by Eli Cantor
Business & Society, by Peter F. Drucker
Making Executive Decisions, by Marjorie E. Noppel and Raymond F. Concannon
Employee Relations, by Aaron Levenstein
Labor Unions, by George Moskowitz

1. *Mobilizing Industry*

FIVE short years after the end of the last world-wide conflict America again faces the threat of totalitarian aggression. But this time we must arm under uniquely difficult circumstances, lacking the compulsive of all-out war, yet forced to prepare against an enigmatic enemy who may strike tomorrow, or not until next year—or never. Preparing for all-out war would be simple by comparison; we have had the plans for total mobilization on the shelves for a long time.

The fateful question is whether our economy, already working at top speed, can superimpose the burden of partial mobilization in the absence of actual open hostilities. Can the immediate objective of adequate armament for ourselves and our allies be successfully combined with the long-range goals of growth and expansion of our industrial potential for both war and peace? Can we, in the midst of this effort, nevertheless maintain and improve our standard of living?

Russia has made an historic bet that it cannot be done, that our economy will crack under the strain or that we will grow weary and give up. Against that wager stands our achievement to date, which carries every promise that we can and will succeed. In terms of immediate armament output, defense contracts will soon reach a rate of more than four billion dollars per month against a bare one million right after Korea. Though not quite up to the more optimistic goals, tanks, planes, guns, and munitions are beginning to roll off our assembly lines in impressive quantities. At the same time, expansion and modernization of our industrial plant is going forward with giant strides. During this year great new facilities will augment the supply of key materials like steel by more than 10 per cent, aluminum by almost 100 per cent. Electric power output is due to rise a full 40 per cent over three years.

And more will be done as we steadily improve the utilization of all our resources, both material and human. Better technology and higher productivity are raising industrial output even faster than the mere addition of new plants and facilities might indicate. Improved training and organization permit us to extend the skills and productivity of our work force.

The nation proposes to achieve its objectives within the framework of individual initiative and free enterprise with a minimum of controls and restrictions. The ultimate test may thus well transcend purely economic considerations. We will have to prove that the self-discipline of our people is capable of achieving these combined goals, protecting the free world against totalitarianism without sacrificing or even temporarily surrendering our own freedom. —H. B.

QUARTERLY REPORTS TO THE PRESIDENT. By the Director of Defense Mobilization (Wilson Reports). Washington: U. S. Government Printing Office.

REPORT OF THE ARMED SERVICES PREPAREDNESS SUBCOMMITTEE ON "DEFENSE MOBILIZATION" (Lyndon Johnson Report). Washington: U. S. Government Printing Office. 30 cents each.

The Wilson Reports offer the best available summaries of the progress of our mobilization as well as the long-range goals of our preparedness effort. Though necessarily colored by the official Government position on both armament and controls, they are nevertheless vital source material for everyone concerned with mobilization. In sharp contrast to the optimism of the Wilson Reports, the Johnson Senate Subcommittee is much more critical of our progress to date. The attempt to reconcile these two sharply differing viewpoints will set the direction and speed of our mobilization in 1952 and beyond.

MOBILIZING RESOURCES FOR WAR: The Economic Alternatives. By Tibor Scitovsky, Edward Shaw, and Lorie Tarshis. New York: McGraw-Hill Book Co. 249 pp. $4.50.

A critical appraisal of government controls used in the current and past mobilization periods as well as a comprehensive outline of an alternative approach. The authors are at their best in analyzing the stresses and tensions to which the economy must necessarily be subject during this rearmament period. Equally cogent is their critique of the means employed by Washington to date. However, the alternative proposals—based essentially on a rationing of expenditure, supplemented by more limited use of conventional controls—lacks realism both politically and economically.

MANPOWER RESOURCES AND UTILIZATION: Principles of Working Forces Analysis. By A. J. Jaffe and Charles D. Stewart. New York: John Wiley & Sons. 544 pp. $6.50.

A vital contribution to the body of knowledge of our human resources,

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past, present, and future. The authors explore every aspect of our manpower position and problems. This book represents a valuable source of basic data and an important guide to government and industry thinking.

NATIONAL SECURITY AND INDIVIDUAL FREEDOM. By Harold D. Laswell. New York: McGraw-Hill Book Co. 259 pp. $3.50.

This research study of the Committee for Economic Development suggests ways to maintain political security and individual freedom in a nationwide defense crisis. It investigates the possible effects of mobilization upon civilian supremacy, freedom of information, civil liberties, and a democratic economy.

ECONOMIC MOBILIZATION AND INFLATION. Edited by Lester V. Chandler and Donald H. Wallace. New York: Henry Holt & Co. 610 pp. $6.

How can we mobilize the nation economically and at the same time prevent the inflation that threatens to accompany the mobilization process. A group of economic advisers, tax experts, and university professors probe into the many aspects of this urgent question. —R. C.

2. *Paying for Security*

THE cost of global defense against Communism poses two formidable questions. Can we get the money? Can we get it without weakening or destroying ourselves through uncontrolled inflation?

The decision to "pay-as-we-go" for our rearmament has led to three tax bills since Korea. As a result, individual taxpayers will pay about 29 per cent more in taxes in 1952 than before Korea, while corporations will pay 53 per cent more.

The high individual taxes are sponging up a good deal of excess purchasing power, in addition to providing more Government revenue. Because of withholding, the entire wage-earning population feels the drying-up effect of higher rates almost immediately after a tax boost.

Increases in excise taxes do not have as clear an effect. If they merely shift the buying from the taxed article to other items, they do not cut down any inflation gap. Some excises, like the cigarette tax, do little if anything to discourage purchases of even the taxed item. And, of course, so far as excise levies are reflected in prices and the cost-of-living figures for measuring wage increases, they actually stimulate the inflationary trend.

—*Justus in* The Minneapolis Star.

"Between the Devil and the Deep Sea."

The role of higher corporate taxes is also debatable. The 1950 excess profits tax, although enacted to recover profits flowing from the rearmament, has been criticized as inflationary because it encouraged a higher-than-normal degree of business spending. Then there is the general objection that all such increases are inflationary to the extent they are passed on in the form of higher prices. The wisdom of piling the latest five-point corporate boost entirely on the normal tax in 1951 was questioned because it made it more difficult for smaller corporations to grow with the aid of their own earnings.

"Tax consciousness" has reached a new high, often to the point of distorting business management's operational plans in the search for the lowest tax cost. Some companies curtail production or expansion programs because the after-tax return from the forfeited business isn't worth risking the additional capital which would be needed. More and more, businesses switch from the corporate to the partnership or proprietorship form of business or vice versa, depending on which leaves the most profits after taxes. They swap traditional inventory methods or sources of raising capital for new ones which ease the tax bite on profits.

Employee-executives are keenly interested in compensation which can boost their take-home pay after taxes —stock options, deferred compensation plans, pension and profit-sharing plans. These methods work by either deferring tax until a later date when the executive will be in a lower income bracket or when tax rates will fall, or they convert ordinary income which is taxable at rates up to 92 per cent into capital gain which can't be taxed at more than 26 per cent.

Labor, too, is increasingly aware of tax costs. As withholding shrinks pay envelopes, the average employee is incensed at learning of huge revenue leaks caused by higher bracket tax evaders. Perhaps the most important fact is that large numbers of low and middle income tax-payers have for the first time become aware of and aroused over the cost of government. The tax scandals have multiplied the resentment.

Our present fiscal program will face a new test in 1952. Congressional tax leaders have indicated that any further income tax increases are impossible in the absence of a world-wide shooting war. Yet the budget for the coming fiscal year will almost certainly exceed anticipated revenues by a substantial margin. This inflationary gap can be closed either by enacting an entirely new tax, like a general sales tax, or by tailoring the military budget to fit the revenue picture. Both courses are subject to serious criticism. The general sales tax would interfere with an important source of state and local revenue; it could prove extremely inflationary; it has an unfavorable impact on the wide mass of lower bracket taxpayers. In an election year it has no chance. On the other hand, curtailment of rearmament to fit revenues carries the unfavorable connotation of "putting a price on defense." This view will not prevail, although the increase in the arms program will be more modest than originally planned. The prospect, therefore, is a combination of budget cutting efforts, some minor tax boosts, and deficit financing for at least another twelve to eighteen months.

—L. G.

FEDERAL RESERVE POLICY-MAKING. By George L. Bach. New York: Alfred A. Knopf. 304 pp. $3.

How monetary policy is made in this country. Traces the history and describes the basic structure of the Federal Reserve System as presently constituted.

OUR NATIONAL DEBT. By the Committee on Public Debt Policy. New York: Harcourt, Brace & Co. 182 pp. $2.50.

In non-technical language, a broad appraisal of the national debt, together with a practical program for controlling it with safety.

EFFECTS OF TAXATION: Inventory Accounting and Policies. By J. Keith Butters. Cambridge, Mass.: Harvard Business School Division of Research. 330 pp. $3.75.

A professor of business administration weighs the effects of Federal tax-

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ation on business, particularly its influence on inventory accounting procedures.

EFFECTS OF TAXATION ON EXECUTIVES. By Thomas H. Sanders. Cambridge, Mass.: Harvard Business School Division of Research. 229 *pp.* $3.25.

EFFECTS OF TAXATION ON EXECUTIVE COMPENSATION AND RETIREMENT PLANS. By Challis A. Hall, Jr. Cambridge, Mass.: Harvard Business School Division of Research. 353 *pp.* $4.25.

COMPENSATING THE CORPORATE EXECUTIVE. By George Thomas Washington and V. Henry Rothschild, II. New York: Ronald Press. Revised edition. 586 *pp.* $12.

A basic library on the problems of executive compensation. Although there is inevitable duplication of material, these books contain a mine of information on the technical and general aspects of compensating executives in this era of sky-high taxation. A businessman will find an analysis of various methods used by employers to secure tax benefits for their executives, including stock option plans, deferred compensation plans, qualified pension and profit-sharing plans, etc. Professors Hall and Sanders also come up with some interesting conclusions as to the effect of taxes on an executive's willingness to work, his attitude toward a change of employment, his investment plans, and similar matters.

THE NATURE AND TAX TREATMENT OF CAPITAL GAINS AND LOSSES. By Lawrence H. Seltzer. New York: National Bureau of Economic Research 732 *pp.* $7.50.

A comprehensive survey of a long-standing *cause célèbre* in the tax field. The concept of distinguishing capital gain from ordinary income and giving it preferential treatment has been the subject of never-ending debate. Professor Seltzer analyzes the theory of capital gains and discusses the arguments for and against giving them preferred treatment. In addition to these theoretical aspects of the problem, there is good coverage of the most recent devices for securing capital gain advantages. For those interested in the comparative law aspects, there is a chapter on the tax treatment of capital gains in other countries.

FEDERAL TAX REFORM. By Henry C. Simons. Chicago: University of Chicago Press. 184 *pp.* $3.50.

The late Henry C. Simons was a vigorous spokesman for orthodox governmental fiscal procedures. The trend of Federal monetary policies, he warned, would cause the economy—and with it the last vestiges of freedom—to be absorbed by the all-powerful state.

TAXES AND ECONOMIC INCENTIVES. By Lewis H. Kimmel. Washington: The Brookings Institution. 213 *pp.* $2.50.

Do income taxes interfere with capital expansion? How significant is the impact of taxes on investment decisions? Have income and sales taxes affected the efforts and attitudes of workers? Mr. Kimmel approaches these questions in his authoritative study of the effect of Federal taxes on economic incentives.

THE CORPORATION INCOME TAX. By Richard Goode. New York: John Wiley & Sons. 242 *pp.* $3.

The author finds that the tax on corporations is, despite its defects, our second-best tax, next to the individual income tax. After weighing the effect of a corporate tax on national income, employment, savings, prices, wages, etc., he concludes that it is favorable to consumption and relatively unfavorable to investment.

FINANCING DEFENSE. By Albert G. Hart and W. Cary Brown. New York: The Twentieth Century Fund. 161 *pp.* $2.

How to "keep our economy healthy" in this difficult period of national preparedness is the keynote of this timely book. The authors analyze some of the elements the comprise our Government's military and civilian budget, explore possible economies, and discuss the probable effects of current and proposed methods of taxation to raise the money to meet the budget. They suggest ways in which Federal revenues can be increased to meet the necessary costs of mobilization without damage to our economy.

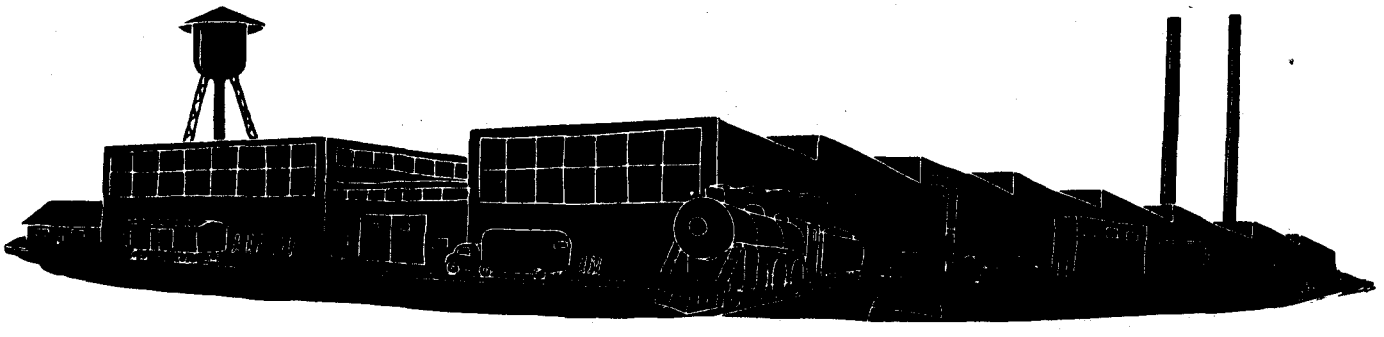
—R. C.

3. *Inflation*

THE scare buying which sparked the early phases of the Korean inflation is well behind us. A more basic kind of inflationary influence troubles our economy now, and will be our problem for the future: competition between Government and civilians for the same products. But as an indicator of the "every man for himself" psychology which it is fair to believe still exists, the rush to buy in 1950 has disturbing implications for 1952 and later.

Mobilizer Charles E. Wilson predicts that we can continue our lukewarm war mobilization with only 20 per cent of national output going to defense. Even at this conservative rate the defense drain on our over-all needs will be appreciable as critical materials and products really go to war. At the same time, personal and corporate income will continue high. In combination these factors will almost certainly result in the traditional inflationary pattern: demand in excess of supply, with a consequent upward price spiral. How can we best cope with this chronic inflation ahead? By direct controls of wages and prices—or by indirect measures to reduce money in circulation? As is true of almost every economic issue, there are no wholly unequivocal answers.

During World War II we achieved a measurable control of inflation by direct methods. But even with our national morale keyed to the pitch of total war prices and wages continued to soar, and the dollar depreciated. At best the direct controls of 1942-1946 operated as brakes; they never really stopped inflation. It is doubtful



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whether as much can be accomplished in a state of half-war.

Advocates of the indirect method of controlling inflation offer these as basic solutions: (1) increased production; (2) drastic reduction of non-defense Government expenditures; (3) increased personal income taxes; (4) sharply curtailed credit; (5) intensified efforts to encourage personal savings. They contend that controls as such must merely supplement this indirect program, and if used at all must be "flexible"—adjustable up or down to changes in producers' costs.

Achievement of the five goals listed above would certainly tend to lower demand and increase supply, if only because of the reduced amount of money in circulation. But is it any more realistic to expect government (that is, politicians) to initiate these belt-tightenings than to expect administrators of direct controls to circumscribe their own power? As for a savings campaign—a cynic might ask how a people who default on blood donations can be inspired to save their money as a weapon against an abstract ogre named "inflation."

In the area of credit control and increased production the picture is more optimistic. There was a substantial tightening of credit during 1951, and production per man hour has been and can be further increased.

The United States can undoubtedly muddle through the chronic inflation ahead. We have astronomically more economic wealth than countries which have suffered economic collapse due to depressed currency. But one critical index of an economy's ability to weather serious inflation is its people's capacity for self-discipline, that is, self-denial. Without the affirmative, willing support of the individuals whose own destinies are in balance, no program for controlling and minimizing inflation can succeed.

—G. J. D.

INFLATION IN THE UNITED STATES, 1940-1948. *By Lester V. Chandler. New York: Harper & Bros.* 402 *pp.* $6.

A professor of economics at Princeton University investigates recent inflationary cycles of our economy. He devotes major attention to the government's fiscal-monetary policy, because in the inflation of 1940-1948 "the dominant dynamic force was the Government's spending-taxing-borrowing policy and the passive and easy monetary policy which was used to assure the Treasury of an adequate supply of money at continuously low interest rates." A timely and important book for businessmen concerned about the effect of current Federal monetary and

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tax policies upon the financial stability and economic welfare of the nation.

DEFENSE WITHOUT INFLATION. By Albert G. Hart. New York: The Twentieth Century Fund. 186 *pp.* $2.

Mr. Hart reports on the main problems of stabilization in a mobilized economy, concentrating attention on ways to maintain the most effective civilian economy at a time when the most effective defense is the primary aim. He investigates how the defense program is likely to affect taxes, prices, wages, salaries, production, distribution, interest rates, savings, property values, and the like. He reveals a program for action prepared by the Committee on Economic Stabilization for bringing our vast economic power fully into play both for defense and the maintenance of a high standard of living.

MOBILIZATION AND INFLATION. By Frederic L. Simmons. Claremont, Cal.: The Associated Colleges at Claremont. 98 *pp.* $2.75.

A series of lectures, recently delivered by the author, describing how to control the current inflationary spiral and how to preserve a sound economy in time of national emergency.

THE ECONOMICS OF MOBILIZATION AND INFLATION. By Seymour E. Harris. New York: W. W. Norton. 308 *pp.* $4.50.

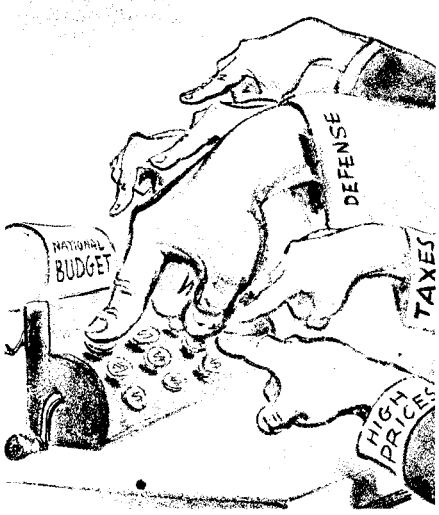
Professor Harris carefully analyzes the inflationary forces involved in mobilization, with emphasis on the need to avoid unfair distribution of sacrifices. He points out the role which income, taxation, savings, and control policy must play, separately and in combination, to combat our chief domestic enemy. An exceptionally clear exposition of the problems of a readiness economy with recommentions as to remedies. —R. C.

4. *Business in '52*

PROSPERITY without boom, high activity without real confidence will mark the cross-grained surface of 1952. Beneath the surface the statistics will have reality for most companies and individuals. Some will far outstrip the national averages; others will lag painfully behind.

The decisive fact for the year is that the impact of the defense program will be felt for the first time in 1952; but deflationary winds will continue to flatten the inflationary waves. The weather map for the year shows these high and low pressure areas ahead:

Consumer income will stay high, fattened by new pay increases; and buying power will be energized by the tremendous savings which people packed away during 1951. The desire of a growing population for a higher-and-higher standard of living will increase basic demand. Business spending for plants and equipment will almost equal 1951's high level, forming another strong economic support. A reservoir of strength lies in the nation's backlog need for houses, roads, schools, bridges, hospitals—all waiting for materials. And the underlying upward force will be generated by the dynamics of huge Government spending (fifty to sixty billion dollars for defense alone), as the United States adds to its military strength and accepts the increased global role which



Burch in the Chicago Sun-Times.
"Will It Add Up?"

the economic crisis in Europe has thrust upon Washington.

On the deflationary side, consumers may continue to balk at high prices, slowing sales activity at all business levels from retail to manufacturing. The scarcity of raw materials will not result in the kind of consumer shortages that would trigger volume buying. Although business inventories are being worked down, stocks are still high enough to supply at least a limited selection of almost all types of products through the middle of the year. At the same time, many manufacturers of consumer goods will have trouble getting enough steel, copper, and aluminum to keep production above the break-even point. Military competition for materials will show its teeth in 1952. Profits will narrow for many companies, pinched by mounting taxes and the higher costs of labor and raw materials. There will be unemployment in some areas, even while serious labor shortages plague other parts of the country. Millions of families will continue having a difficult time making both ends meet.

On balance, the inflationary pressures will be somewhat stronger than the deflationary forces, but the economic results of 1952 are less significant than the risks they involve for the future. The many ticklish decisions which must be made in these twelve months may sow the seeds of crisis for a later year. The guns and butter of 1952 may be the junk and sour milk of 1953 or 1954—depending on whether business, labor, farmers, consumers, and Washington can soundly harmonize self-interest and the national interest in working a way through the many challenges described in these pages.

—E. C.

WHAT'S AHEAD FOR AMERICAN BUSINESS. By Sumner H. Slichter. Boston: Little, Brown & Co. 216 *pp.* $2.75.

With his usual clarity, Harvard economist Sumner Slichter takes a long-range look at the implications of the defense economy and outlines the probable characteristics of the economy in the foreseeable future. The book may be of positive value in communicating to a wider public some of the current patterns and forces of business life. Mr. Slichter's conclusions are optimistic for the future and the dynamic economy of the U.S.

PSYCHOLOGICAL ANALYSIS OF ECONOMIC BEHAVIOR. By George Katona. New York: McGraw-Hill Book Co. 397 *pp.* $5.50.

A technical but always interesting study of the basic factors which will determine the economic future. Using the provocative method of "a psychological approach to economic analysis" the author uncovers some facts about both consumer and business behavior which would be of genuine use in management planning.

U. S. A.: MEASURE OF A NATION. By Thomas R. Carskadon and Rudolf Modley. New York: The Twentieth Century Fund. 101 *pp.* $1.

A pictorial and graphic digest of "America's Needs and Resources." Reviews past economic achievements, what our resources are today, and forecasts what our requirements are likely to be in 1960.

ECONOMICS OF EMPLOYMENT. By Abba P. Lerner. New York: McGraw-Hill Book Co., Inc. 397 *pp.* $4.50.

A penetrating analysis of the problem of employment and unemployment and the avoidance of cyclical depressions. The long debate over the thesis that "depression and inflation

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can be prevented by regulating the rate of spending" will not be ended by Mr. Lerner's arguments, though they are persuasively marshaled. An important clarification of the key issues which challenge the statesmanship of both business and government leaders for the future.

CONTROLLING FACTORS IN ECONOMIC DEVELOPMENT. By Harold G. Moulton. Washington: The Brookings Institution. 397 *pp.* $4.

The head of the Brookings Institution examines what lies ahead for American business. He discusses economic problems, whether we are headed for hard times and, if so, what to do about it.

THE THEORY OF ECONOMIC DEVELOPMENT. By Joseph A. Schumpeter. Cambridge, Mass.: Harvard University Press. 255 *pp.* $4.

English-language version of the 1926 German edition of the late Professor Schumpeter's controversial inquiry into profits, capital, credit, interest, and the business cycle. The book will be of interest to economists who seek to evaluate how this economist's early theories have withstood the test of time.

CYCLES: The Science of Prediction. By Edward R. Dewey and Edwin F. Dakin. New York: Henry Holt & Co. 255 *pp.* $3.50.

The authors, examining the past and estimating when history is due to repeat itself, clock four major cycles which seem to occur at regular intervals in our economic system. Revised edition with postscript 1950.

WHAT HAPPENS DURING BUSINESS CYCLES. By Wesley C. Mitchell. New York: National Bureau of Economic Research. 386 *pp.* $5.

Executives who go in for scientific systems of business forecasting couldn't get more authoritative advice than that laid down by the late Wesley C. Mitchell, an economist who gained pre-eminence for his studies on business cycles. This scholarly and posthumously published work gives the results of Mitchell's long and detailed examination of the business cycle process of the American economy.

AMERICA'S CAPITAL REQUIREMENTS. Edited by Robert W. Hartley. New York: Twentieth Century Fund. $3.

A scholarly appraisal of capital requirements, 1946-1960. Outlines general conditions that a balanced, peacetime program of capital goods production should meet.

THE DYNAMICS OF BUSINESS CYCLES. By Jan Tinbergen and J. V. Polak. Chicago: University of Chicago Press. 396 *pp.* $5.

English translation of the business-cycle theory as conceived by the Dutch economist, Jan Tinbergen. Investigates the kinds and causes of economic change and describes how economic movements are influenced.

SCHUMPETERIAN SYSTEM. By R. V. Clemence and Francis S. Doody. Cambridge, Mass: Addison-Wesley Press. 113 *pp.* $2.50.

An evaluation of the late Professor Schumpeter's theories of economic development and business cycles.

—R. C.

5. *Business & Society*

AS A Presidential year 1952 is bound to produce its full share of emotional campaign oratory and over-simplified slogans. Yet, though the campaign hopes and the alarms sound as frivolous as any in

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our history, the new realities of American political and social life are now fairly clear. They are:

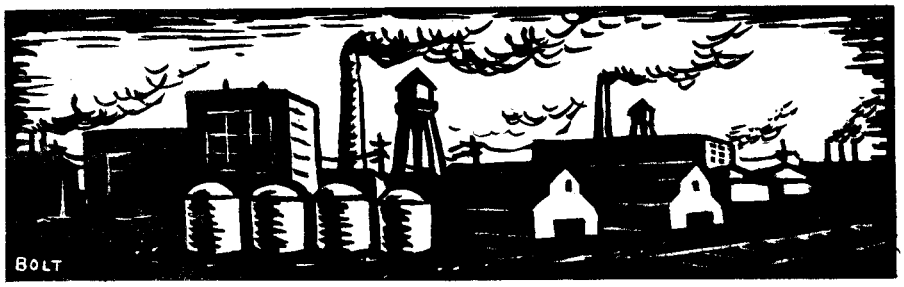
1. The economic concept developed during the last fifty years is much more than a standard of living or of productivity. Central to it is a new relationship between business enterprise—especially large business—and society. In the nineteenth century it was axiomatic, both for the Right and the Left, that business interest and social welfare were entirely distinct—at most connected by the "invisible hand" of a benevolent providence. Today we are convinced that it is to the self-interest of the business enterprise to act in the social interest. The only argument between Right and Left is whether business actually does its social job—not whether it could, let alone should.

In addition, business management has been recognized, and accepted, as a new governing order in our society—obligated to match its authority with social responsibility. Never before have there been so many businessmen in policy-making Government jobs as in the present, not noticeably pro-business Administration.

But along with this "New Capitalism" has come the "laboristic economy" of Sumner Slichter's phrase. The overwhelming majority of the American people are employees, working for wage or salary. As a result the trade union—its power, function, responsibility, and scope—has become a major issue of national policy. This has made it doubly necessary for business to win the support of an employed citizenry for an economic and social system based on risk-taking and individual initiative.

Finally, the new business concept implies a commitment to prevent prolonged or extreme depression and unemployment. Though Government has eagerly assumed this commitment there is so far no evidence that any government can live up to it. There is a good deal of evidence that private business could, but American management so far has not shouldered the responsibility nor planned for it.

2. The "Warfare State" has become a political reality. It is rapidly brushing aside the much discussed "Welfare State." We shall live with the "Warfare State" for a long time—maybe for the rest of our lives. The burden of "defense preparedness" on the economy is now greater than it has ever been since the seventeenth century introduced the first elements of a modern military establishment: a standing infantry, tactical artillery, and a navy. Already it is clear that Western Europe, still the second most productive and most populous area of the world, cannot carry the burden and escape



political collapse without sizable help from the outside. Even the U. S., which piled the biggest military establishment in history on top of an unimpaired civilian economy during World War II, now faces serious problems of economic balance and political structure in a "Warfare State."

3. An American global foreign policy has become inescapable. What it should be is highly debatable, though the debate, even at its shrillest, hinges on emphasis and means rather than basic premises and objectives. A foreign policy must take precedence over all domestic issues. It is an old story for every European country, but a new—and disturbing—fact for the U. S.

4. As a result of all this "big government" has emerged as something permanent—big enough to threaten the Constitutional safeguards against governmental tyranny bequeathed by the past. How much of this bigness is really needed and how much can really be managed by the administrative policy makers responsible for it? How can it be controlled and be held accountable? How can we prevent its sapping the source of our strength—our dynamic economy—through taxation and regulation? How can we keep it from going the way of all big governments: becoming a government of government officials, by government officials, for government officials? How can we prevent its moral disintegration—both under the temptation to peddle power for monetary gains, and under the subtler but even more corrupting temptation to abuse power to get more power?

None of these problems of the twentieth-century American Commonwealth will be solved in 1952—or indeed in any other year of the near future. But no campaign oratory, however rotund, can succeed any longer in keeping them out of sight.

—P. D.

USA: The Permanent Revolution. By the Editors of Fortune. *New York: Prentice-Hall, Inc.* 267 *pp.* $3.75.

Despite an occasional lapse into a "Look, ma—no hands" approach, this reprint of the February 1951 issue of *Fortune* magazine is a serious and competent analysis of America's "New Capitalism." Its impact has been particularly great in Western Europe where it explained for the first time how our capitalism differs from what goes on under the same name abroad.

THE STRUGGLE FOR SURVIVAL: A Chronicle of Economic Mobilization in World War II. By Eliot Janeway. New Haven, Conn.: Yale University Press. 383 *pp.* $5.

A substantial book despite plenty of surface irritation; cocksure dogmatism on complex issues; more "inside stories" than is proper for any but the Recording Angel; a tendency to see far-flung conspiracies in the ordinary stupidities and fumbling of overworked men. But don't be deceived by these minor blemishes. This is an intelligent study of the problems of economic policy and administration created by a modern war economy.

THE RISE AND FALL OF CIVILIZATION. By Shepard B. Clough. New York: McGraw-Hill Book Co. 292 *pp.* $4.50.

How economic culture affects the culture of nations. Dr. Clough, a Columbia University professor, traces the history of the civilizations of the world from the earliest times to the present and establishes in each a correlation between economic development and social achievement.

THE NINETEEN FIFTIES COME FIRST. By Edwin G. Nourse. New York: Henry Holt & Co. 184 *pp.* $2.

Dr. Nourse, former chairman of the Council of Economic Advisers to the President, submits a program designed to raise and stabilize the level of our economic life. "Let us carry the burden of military program on a pay-as-we-go basis with self-control instead of Government control," he says. "We cannot avoid the loss of freedom; we cannot be sure we would regain it, once we let it get away."

THE WELFARE STATE: A Mortgage on America's Future. By Jules Abels. New York: Duell, Sloan & Pearce. 214 *pp.* $3.

An objective, at times controversial volume dissecting the theories of the Welfare State enthusiasts and warning against their disastrous effects on our

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economic society. Mr. Abeles attempts to prove how the Fair Deal adherents have abandoned the limited-aid programs of the early Roosevelt Administration and plunged ahead with legislation designed to give everyone something for nothing.

THE NEW SOCIETY. By Peter F. Drucker. New York: Harper & Bros. 356 *pp.* $5.

What lies ahead for business? Mr. Drucker demonstrates what vast changes are taking place in our economic climate and what an executive should do to stay in business.

MODERN CAPITALISM AND ECONOMIC PROGRESS. By Thomas Wilson. New York: The Macmillan Co. 274 *pp.* $2.50.

A revealing analysis of the British Labor Government experiment. Mr. Wilson, a teacher of economics at Oxford University, expounds the perils of government planning. He holds that the adoption of Socialistic measures leads to the need for more and more controls by the state until they result in totalitarianism in one form or other.

TWENTIETH CENTURY ECONOMIC THOUGHT. Edited by Glenn E. Hoover. New York: Philosophical Library. 844 *pp.* $12.

An economic "free-for-all," in which twenty scholars write on current economic problems. A book for top economists. Others would do better to sit back and watch the fur fly.

ECONOMIC PLANNING. By Seymour Harris. New York: Alfred A. Knopf. 577 *pp.* $6.

Mr. Harris investigates the reasons for, and the nature of, economic planning in fourteen nations. His survey will be valuable as a reference for businessmen who want a world-wide view of the development and current status of government planning.

THE REGULATION OF INDUSTRY. By Dudley E. Pegrum. Chicago: Richard D. Irwin. 497 *pp.* $5.

Mr. Pegrum weighs the effects upon the forms of business organization, industrial combinations, price policies, the patent system, competition, and other managerial and economic aspects of the relations of government to industrial and business enterprises.

THE VITAL CENTER. By Arthur M. Schlesinger, Jr. Boston: Houghton Mifflin Co. 274 *pp.* $3.

Mr. Schlesinger diagnoses ills in the body politic and economic and prescribes. Here is erudition with sparkle which even dissenters from Schlesinger can read with enjoyment and stimulation.

HUMAN ACTION: A Treatise on Economics. By Ludwig Von Mises. New Haven, Conn.: Yale University Press. 889 *pp.* $10.

The former head of the "Austrian" school of economics contends that sound economic theory should be based on a thorough understanding of human nature and its behavior as well as of the techniques of the market place; that people are as important as things in the study of economic forces. He describes how government intervention in the conduct of business and industry brings about far more serious consequences than the condition it is supposed to improve.

MAKING CAPITALISM WORK. By Dexter M. Keezer and Associates. New York: McGraw-Hill Book Co. 316 *pp.* $3.

Five economists of the McGraw-Hill publishing company submit a program for preserving freedom and stabilizing prosperity.

CAPITALISM, SOCIALISM AND DEMOCRACY. By Joseph Schumpeter.

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New York: Harper & Bros. 3rd revised edition. 431 *pp.* $4.50.

The testament of one of the greatest political economists of our age who knew this country as well as he knew Europe. He was passionately attached to free government and deeply convinced of the superiority of the free enterprise system. He critically analyzes the implications of recent world economic and political situations, and evaluates social changes.

CAPITALISM. By David McCord Wright. New York: McGraw-Hill Book Co. 246 *pp.* $3.25.

Professor Wright examines the ways in which capitalism achieves rapid increase in the output of economic goods and how democratic traditions have accomplished free enterprise. He explains how capitalism works and investigates its major problems in terms of alternative "culture concepts" and the ideological basis of society.

SOCIALISM. By Ludwig Von Mises. New Haven, Conn.: Yale University Press. $5.

In this revised edition, Dr. Von Mises issues a grim warning for Americans to consider how government interference with market economy is setting the stage for an overthrow of voluntary society and constitutional government. People who look to the government to provide the solution to our economic problems, he maintains, are extolling security at the expense of liberty.

AUTHORITARIANISM AND THE INDIVIDUAL. By Harold W. Metz and Charles A. H. Thompson. Washington: The Brookings Institution. 369 *pp.* $3.50.

The object of this book is to state the price of totalitarianism in terms of human liberty. It demonstrates the ways in which authoritarian societies, medieval and modern, voluntary and involuntary, have dealt with problems of freedom.

BUREAUCRACY IN A DEMOCRACY. By Charles S. Hyneman. New York: Harper & Bros. 585 *pp.* $6.

Mr. Hyneman weighs the role of a bureaucracy in our democratic structure, particularly service and control agencies within Government offices.

GOVERNMENT AND BUSINESS. By Vernon A. Mund. New York: Harper & Bros. 643 *pp.* $4.75.

An economics professor at the University of Washington examines ways in which business and economic life have been shaped and directed by the Government.

THE WELFARE STATE AND THE STATE OF HUMAN WELFARE. By the Committee on Economic Policy of the Chamber of Commerce of the United States. Washington: Chamber of Commerce of the United States. 60 *pp. Paper-bound,* 50¢.

Should the American people endorse or reject the Welfare State? This lucid report weighs the pro and con arguments, and examines the nature of the choices before us.

—R. C.

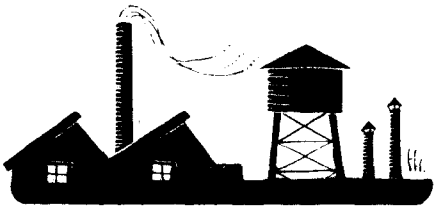
6. *Making Executive Decisions*

DEATH and taxes move over in a defense economy to make room for a third absolute—confusion. The business executive faces decisions affecting his company's future without knowing what the business climate will be five, three, or even one year hence. What is the prospect of war soon? Assuming continued peace, how long will the defense build-up continue to support the civilian economy—and the company's market? How will Government regulations affect the business? What can be done to maintain the company's earnings now and in the future.

At the same time, the man who runs a business is under pressure from stepped-up production schedules, labor and material shortages, price uncertainties, working capital difficulties, Government regulations—each requiring immediate attention. There is little time to settle the most elementary administrative problems, much less the more complex long-range policies.

The policy-making executive will have to delegate many functions he usually handles to devote more and more attention to the special impact of defense on his business. He must make full use of a staff geared to the tempo and requirements of an abnormal economy. He will have to overcome a natural inclination to underestimate the abilities and knowledge of subordinates. Also, he will have to consider whether present methods of obtaining information require streamlining to bring him accurate facts in a hurry. For example, a set of round figures available in twenty-four hours may be more useful than a last-penny accounting which will take weeks.

Upon clear-cut decision in key areas depends a company's competitive position in the uncertain months ahead. Thus, many manufacturers whose civilian business depends on the use of scarce materials must elect whether to explore use of substitutes, drop or change products to stretch material, or



shift from civilian to defense work.

War or its proximity accelerates technological change and its competitive challenge. Yet, companies which have always kept up with advances face a problem of whether to buy new equipment now—with the prospect of mothballs if a shift to defense work requires other types of facilities—or defer purchases and risk their competitive standing if their civilian market expands.

Money is tight these days. But any business change is likely to cost money, even a switch to ready-made defense markets. The availability of working capital will condition the formulation of other policies for most firms. Companies which cannot get their full needs from banks or the Government will have to juggle expansion plans, delay purchase of equipment, or take a loss on slow-moving inventory in order to release cash. With each alternative the executive must ask what the enterprise's position will be with a return to an uncertain "normal."

A defense economy is tough on customers. Inability to serve, delays, substitutes take their toll of good will. A new look at customer relations is in order. Customers might even help in settling policy. For example, the dilemma of whether to drop a product or use substitutes might be resolved by getting customer reaction in advance.

Internal company problems aggravated by a defense economy call for policy-making of a type that many executives find much harder than decisions affecting finances or sales. Employee dissatisfaction, as described in the next sections, is just one example. But if plans made in other areas are to be most effective, good employee relations are a necessity.

Whatever policies individual companies formulate to solve their particular problems, successful plans will have two essentials: long-range considerations properly balanced against requirements; and flexibility for rapid adjustment to external exigencies.

—M. E. N. & R. F. C.

THE EXECUTIVE AT WORK. By Melvin T. Copeland. Cambridge, Mass.: Harvard University Press, 270 *pp.* $3.75.

An excellent guide for top-level executives facing abnormalities of a defense economy for the first time,

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and for those who, like Topsy, just "growed." To the seasoned skipper who has already analyzed his make-up, it won't be news that "an executive of a business corporation operates in an environment abounding in uncertainties" but the review of qualifications and techniques which enable him to chart a sound course should be especially helpful now. A stimulating and timely departure is the chapter on "Standards of Conduct."

THE ART OF ADMINISTRATION. By Ordway Tead. New York: McGraw-Hill Book Co. 223 pp. $3.75.

This book is predicated on the concept that any art requires a medium for its expression. In the case of administration the art expresses itself in and through three channels: organization, human beings, and a certain wide social and cultural setting, which in America is a democratic society. In this widest possible framework Dr. Tead examines with wisdom and clarity the administrator's objectives, responsibilities, and course of action. Although it contains much of general management philosophy, the book gets down to cases in its description of the basic human forces with which executives must deal, analyzing the precise nature of administrative responsibility and suggesting concrete ways to increase managerial skill and competence.

INDIVIDUAL INITIATIVE IN BUSINESS. Edited by George Howard Allen. Cambridge, Mass.: Harvard University Press. 229 pp. $3.50.

A compilation of prepared addresses and panel discussions of the Twentieth Annual Conference of the Harvard Business School Association. Some digging will uncover ideas useful in setting management policy.

THE TECHNIQUE OF EXECUTIVE CONTROL. By Edwin Haskell Schell. New York: McGraw-Hill Book Co. 296 pp. $3.50.

This is a new edition of one of the most authoritative books ever written on the preparations for and obligations of executive leadership. A guide to executive straight-thinking, it describes those techniques and procedures which the test of time has proved to be sound and effective.

EXECUTIVE ACTION. By E. P. Learned and others. Cambridge, Mass.: Harvard University School of Business Division of Research 212 pp. $3.25.

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quate thought to his relations with the people through whom that control is exercised." This theme is developed in Part I through a number of horrible examples, a series of "don'ts" rather than "do's." Part II saves the day with a positive approach to the ways and means of effective executive action.

THE GROWTH AND DEVELOPMENT OF EXECUTIVES. By Myles L. Mace. Cambridge, Mass.: Harvard Business School Division of Research. 200 *pp.* $3.25.

Dr. Mace gives the results of his first-hand observations on how various manufacturing companies are developing executive manpower.

CUMULATIVE VOTING FOR DIRECTORS. By Charles M. Williams. Cambridge, Mass.: Harvard Business School Division of Research. 194 *pp.* $3.

The nature of the board of directors in American business, the key position the board occupies in guiding business enterprises in meeting their total objectives, and the relation of this overall policy group to management.

HOW TO PICK LEADERS. By G. I. Freeman and E. K. Taylor. New York: Funk & Wagnalls Co. 226 *pp.* $3.50.

Basic qualities and behavior attitudes in the leadership pattern as determined by psychological tests. These principles were applied to officer candidates during the last war and are here related to the field of business leadership.

RESPONSIBILITIES OF BUSINESS LEADERSHIP. Edited by Harwood Merrill. Cambridge, Mass.: Harvard University Press. 93 *pp.* $2.50.

Here is expert counsel to executives with problems of consumer, labor, stockholder, and public relations. Six eminent business and Government leaders discuss the executive's responsibilities in our economic system. An invaluable, practical guide.

ADMINISTRATION. By Albert Lepawsky. New York: Alfred A. Knopf. 669 *pp.* $6.50.

Three hundred administration executives contribute to this study on the art and science of organization and management. They survey principles, problems, and operational procedures of the American executive in all fields.

DEVELOPMENT OF EXECUTIVE LEADERSHIP. Edited by Marvin Bower. Cambridge, Mass.: Harvard University Press. 160 *pp.* $2.50.

Five top-flight executives and a noted economist advise on what it takes to become a business leader and how to go about advancing in business.

—R. C.

LITERARY I.Q. ANSWERS

1. "Mademoiselle de Maupin," by Théophile Gautier. 2. Dr. Pangloss, in "Candide," by Voltaire. 3. Diana Devereaux, in "Of Thee I Sing," by George S. Kaufman and Morrie Ryskind. 4. "Tartuffe," by Molière. 5. Auguste Dupin, in "The Purloined Letter," by Edgar Allan Poe. 6. Maître Hauchecome, in "A Piece of String," by Guy de Maupassant. 7. Mons. Broussard, in "Gentlemen Prefer Blondes," by Anita Loos. 8. Monsieur Hamel, in "The Last Lesson," by Alphonse Daudet. 9. Princess of France, in "Love's Labor's Lost," by William Shakespeare. 10. Olivier Jeannin, in "Jean-Christophe," by Romain Rolland.

7. *Employee Relations*

WHILE business is concentrating on the problems of a defense economy, discontent is growing among its employees. Management is preoccupied with the physical necessities of getting raw materials and equipment, with customer resistance to higher prices, with the red-tape mysteries of producing for the Government, with the union demands for higher wages and fringe benefits.

At the same time the individual employee will increasingly feel the personal sting of rearmament. In the plant he is already aware of a heavier production schedule, or sees an erratic flow of materials. Where they exist he senses the uncertainties about company plans and the effect of materials controls on his job. At home he is beginning to recognize the pressure of inflation—increased living costs, taxes, and the little-understood pay controls.

The employee's tension is mounting, and the outlet is hostility toward the employer—the normal reaction in a relationship of authority and subordinate where the latter is assailed by frustration. The result is cooperation withheld. In localities and skills where a tight labor market prevails irresponsibility tends to rise as the men realize they can always get a job across the street. Performance and discipline suffer.

These factors were beginning to be felt in 1951. From here on out the employer will find them becoming more prominent. And despite the preoccupation with the purely physical aspects of production business is expending more time and energy on what it calls "human relations."

Whether the time and energy will be well spent is far from assured. In the past such efforts have been assigned to the "Personnel Department" which is usually isolated from the day-to-day functioning of the business. One test of how successfully business will program such activities will be the degree to which top management outside the personnel office becomes involved.

The most difficult problem is to provide a philosophical base and practical policy for influencing employee attitudes and behavior in the daily work relationships. Manipulative formulae and shibboleths of human relations have been tried and found wanting. For business the basic question is now underscored: Can the "personnel policy" realistically provide a sense of purpose and fulfillment to the man on the job?

One effort to find the answer lies in programs of management and employee development—training people for greater responsibility and achievement within the organization. Logically, this emphasis results from today's need for sharpening and increasing individual skills and capacities. The urgency exists on every rung of the business hierarchy—top executive, middle management, front-line supervisor or foreman, rank-and-file employee.

Secondly, there is the need to gain employee acceptance of greater responsibility for better production. Success will depend on management's ability to provide job satisfaction to its employees.

To accomplish those objectives business will have to spend time on internal communications despite its other preoccupations. In addition to the media for good communications management will have to develop a communications-content that answers the economic and psychological wants of employees. Supervisory conferences, employee meetings and committees, house organs, even face-to-face interviews may provide a semblance of "two-way communications," but business will have to remember that a telephone line is useful only to the extent that it carries meaningful messages to people willing to listen.

—A. L.

THE WAY TO SECURITY. By Henry C. Link. New York: Doubleday & Co. 224 *pp.* $2.50.

A noted psychologist and author digs deep into the core of management-labor strife. "The fear of the future," he says, "has become probably our most widespread and disastrous disease." Dr. Link suggests how to achieve personal and group effectiveness on the job, and also views individual problems in terms of broader settings such as war and peace, infla-

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tion, class conflict, unionism, and educational practices.

ROADS TO AGREEMENT. By Stuart Chase. New York: Harper & Bros. 250 *pp.* $3.50.

A highly useful and literate effort at translating the findings of modern social science for general and business use. Mr. Chase throws new light on many of the current problems which beset both management and labor in their efforts to work out a mutually harmonious relationship.

SIZING UP PEOPLE. By Donald A. Laird and Eleanor C. Laird. New York: McGraw-Hill Book Co. 270 *pp:* $3.75.

This book leads to a sound psychological understanding of what makes people think and feel and act as they do. The authors reveal principles of dealing effectively with people and solving problems of morale and cooperation. Executives with an appreciation of the value of human relations will recognize these principles as essential tools of their profession.

READINGS IN PERSONNEL ADMINISTRATION. By Paul Pigors and Charles A. Meyers. New York: McGraw-Hill Book Co. 435 *pp.* $4.50.

Two professors at Massachusetts Institute of Technology have compiled some of the best writings by social scientists and by practitioners in personnel work—writings which have become outstanding in the employee relations field.

HUMAN FACTORS IN MANAGEMENT. By Schuyler Dean Hoslett. New York: Harper & Bros. Revised edition. 327 *pp.* $3.50.

Mr. Hoslett condenses some of the more important writings of executives on the human problems existing between management and the working force. The nature and conditions of leadership, training leaders in human relations, and adjustments through counseling are the main topics discussed. Among contributors are Ordway Tead, Chester I. Barnard, F. J. Roethlisberger, and W. J. Dickinson.

THE SOCIAL PROBLEMS OF AN INDUSTRIAL CIVILIZATION. By Elton Mayo. Cambridge, Mass.: Harvard University Business School Division of Research. 150 *pp.* $2.50.

This book is a classic in the field of industrial relations. While assembly-line techniques have contributed greatly to increases in production and wage payments, the late Elton Mayo maintained, they have failed noticeably in creating satisfaction for the worker, either in his job or in his daily life outside the factory. Too little study has been given to the cultural lag between the easy, leisurely life of an individual, able as a citizen to indulge in any number of satisfactions, and the restriction of the same individual inside the factory gates. Dr. Mayo describes how an intelligent alliance of technical and social skills can be brought about and how the industrial civilization that produced atomic power can solve its social problems by "spontaneity of cooperation" —just plain "teamwork."

COMMUNICATION WITHIN INDUSTRY: Principles and Methods of Management-Employee Interchange. By Raymond W. Peters. New York: Harper & Bros. 198 *pp.* $3.

Methods used by leading companies to achieve closer harmony between management and workers. Various mediums of communications are evaluated, with suggestions as to how they can be improved.

BONDS OF ORGANIZATION. By E. Wight Bakke. New York: Harper & Bros. 239 *pp.* $4.

An appraisal of corporate human relations. Investigates cooperation, authority, communication, productive effort, rewards, and penalties that exist within a typical corporation, in this instance the Southern New England Telephone Company in Connecticut.

HUMAN RELATIONS IN INDUSTRY. By Burleigh B. Gardner and David G. Moore. Chicago: Richard D. Irwin. 431 *pp.* $6.65.

A new revised edition which throws new light on many of the current problems which beset both management and labor in their efforts to work out a mutually harmonious relationship.

HUMAN RELATIONS IN MODERN BUSINESS: A Symposium. New York: Prentice-Hall. 52 *pp. Paperbound,* 80 *cents.*

Forty-eight leaders in business, labor, and community life submit a program for the achievement of good human relations within business and industry.

INDUSTRY'S UNFINISHED BUSINESS: Achieving Sound Industrial Relations and Fair Employment. By Sara E. Southall. New York: Harper & Bros. 173 *pp.* $2.50.

An assessment of management's responsibilities in the conduct of personnel functions. Weighs the experi-

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ences of leading companies in placing members of minority groups in positions.

MANAGEMENT BEHAVIOR AND FOREMAN ATTITUDE: A Case Study. By David N. Ulrich, Donald R. Booz, and Paul R. Lawrence. Cambridge, Mass.: Harvard Business School Division of Research. 36 pp. Paperbound, 75 cents.

An analysis of the impact of management behavior on the attitude and performance of foremen. The book's focus is at the middle management level, where most major breakdowns in human communication exist.

MAKING WORK HUMAN. By Glen U. Cleeton. Yellow Springs, Ohio: Antioch College Press. 326 pp. $3.75.

Dr. Cleeton defines a basic problem of management today in its relation to the total economy. He contends that work can be made fully as satisfying as leisure-time activities.

WORKING WITH PEOPLE. By Auren Uris and Betty Shapin. New York: The Macmillan Co. 311 pp. $3.

What every foreman and supervisor should know to get along successfully with his associates. The principles of human relations are here for those who will dig for them.

PROBLEMS IN PERSONNEL ADMINISTRATION. By Richard P. Calhoon. New York: Harper & Bros. 540 pp. $4.

A professor of personnel administration at the University of North Carolina discusses human relations in industry and the administration of various personnel functions.

PSYCHOLOGY OF PERSONNEL IN BUSINESS AND INDUSTRY. By Roger M. Bellows. New York: Prentice-Hall. 500 pp. $6.

A professor of industrial psychology submits a program designed to improve current personnel policies and methods.

LINCOLN'S INCENTIVE SYSTEM. By James A. Lincoln. Cleveland: The Lincoln Electric Co. 191 pp. $2.

INCENTIVE MANAGEMENT. By James A. Lincoln. Cleveland: The Lincoln Electric Co. 280 pp. $1.

According to Mr. Lincoln, president of the Lincoln Electric Company, there hasn't been a work stoppage or an hour lost in thirty years at his plant because of individual grievances. In these books he explains the practical applications of incentive management, step-by-step details of how it is used,

(*Continued on page* 58)

The Businessman as Reader

A VANISHING cliche, and deservedly so, is the once prevalent stereotype of the business tycoon with a library full of handsomely bound books which he has never read. Today the books may or may not be handsomely bound, but the pages have been cut because many a modern executive is a voracious reader not only in his professional field but in the whole range of literature.

The Research Institute of America, in a poll of the reading habits of a cross-section of more than 15,000 officers and executives of U.S. corporations, discovered that the chairman of the board or the president who finds time out of his crowded schedule to read as much as 150 or 200 books a year is not a rarity.

More rare, according to Leo Cherne, executive director of RIA, is the business leader who reads only one or two books in the course of twelve months. The reason is quite simple. An executive in a responsible position can no longer afford *not* to read. The modern world is too complex.

Government and science, public relations, cold war tensions, labor unions, changing mores and morals, long-range economic trends, shifting patterns of public tastes and attitudes, all crowd around the desk of the present-day manager testing his knowledge, demanding his decision. Ideas come from books, and in the swift competition of contemporary business ideas must come before policy or action. To read is an act of self-defense as well as a means of recreation and inspiration.

On the amount of reading among businessmen the RIA poll disclosed the following practices for the representative cross-section of executives tested:

Number of Books Read Annually	Respondents
None	4%
1-9 books	41%
10-24 books	36%
25-50 books	12%
Over 50 books	7%

Thus it is seen that 55 per cent of the executives polled read more than ten books a year, and 19 per cent over twenty-five. A Minnesota baking official emerged as top man in the number of books read. He reported that his annual reading runs to 300 volumes.

Equally as interesting as the number of books that attracted the attention of businessmen was the diversity of reading matter reported. The tastes of the American executive encompass almost as broad a range of interests as there are books published. The twenty-five leading titles in the RIA poll were the following:

1. KON-TIKI, by Thor Heyerdahl
2. THE FORRESTAL DIARIES, edited by Walter Millis
3. THE CAINE MUTINY, by Herman Wouk
4. THE SEA AROUND US, by Rachel Carson
5. CLOSING THE RING, by Winston Churchill
6. WASHINGTON CONFIDENTIAL, by Jack Lait and Lee Mortimer
7. THE MEMOIRS OF HERBERT HOOVER
8. FROM HERE TO ETERNITY, by James Jones
9. LIFE'S PICTURE HISTORY OF WESTERN MAN
10. A SOLDIER'S STORY, by General Omar Bradley
11. A FOREIGN POLICY FOR AMERICANS, by Senator Robert A. Taft
12. WHAT'S AHEAD FOR AMERICAN BUSINESS, by Sumner Slichter
13. THE CATCHER IN THE RYE, by J. D. Salinger
14. MELVILLE GOODWIN, U.S.A., by John P. Marquand
15. STRANGE LANDS AND FRIENDLY PEOPLE, by William O. Douglas
16. THE CHINA STORY, by Freda Utley
17. SCHNOZZOLA, by Gene Fowler
18. FIFTY BILLION DOLLARS, by Jesse Jones
19. THE MAGNIFICENT CENTURY, by Thomas A. Costain
20. MR. SMITH, by Louis Bromfield
21. THE HOLY SINNER, by Thomas Mann
22. THE CRUEL SEA, by Nicholas Monsarrat
23. THE PRESIDENT'S LADY, by Irving Stone
24. REQUIEM FOR A NUN, by William Faulkner
25. HOW I MADE THE SALE THAT DID THE MOST FOR ME, by J. M. Hickerson

Membership in a book club was also reported by 58 per cent of those questioned.

Hand in hand with books also went a comparable variety of magazines to fill out the reading diet of today's executive and help establish a fresh portrait of the businessman.

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What Every Executive Should Read

Sumner Slichter

WHICH books published during the past year can most effectively broaden and deepen the insights of the men responsible for formulating the general policies of American business enterprises? *The Saturday Review* has asked one of the best informed men on economic problems in the United States, Sumner Slichter, Lamont University Professor at Harvard University, to draw up such a list. Professor Slichter modestly has not included one of the most important books of the year, his own "What's Ahead for American Business," published by Little, Brown & Co. of Boston, at $2.75. With this inclusion his shelf of recommended books comes to sixteen:

EFFECTS OF TAXATION: CORPORATE MERGERS. *By J. Keith Butters, John Lintner, and W. L. Cary, assisted by Powel Niland. Cambridge, Mass.: Harvard Business School Division of Research.* $4.25. An exceptionally competent and well-documented account of the extent of recent mergers and the causes of them, including taxation.

INFLATION IN THE UNITED STATES, 1940-48. *By L. V. Chandler. New York: Harper & Bros.* $6. History and causes of the great inflation of the Forties.

MANAGERIAL ECONOMICS. *By Joel Dean. New York: Prentice-Hall.* $6.65. The uses of economic analysis in formulating the policies of the business enterprise.

DEFENSE WITHOUT INFLATION. *By A. G. Hart. New York: Twentieth Century Fund.* $2. How to keep the economy stable when a large defense program is undertaken in the midst of near full employment.

AMERICAN MONETARY POLICY. *By E. A. Goldenweiser. New York: McGraw-Hill Book Co.* $4.50. A review of American efforts to manage money with proposals for changes in the Federal Reserve System.

THE CORPORATION INCOME TAX. *By Richard Goode. New York: John Wiley & Sons.* $3. The effects of the corporate income tax on prices, wages, savings, consumption, and investment.

PEACE CAN BE WON. *By Paul Hoffman. Doubleday & Co.* $2.50. A blueprint for dealing with our biggest problem—the waging of peace.

INDUSTRIAL PRODUCTIVITY. Edited by *L. Reed Tripp. Madison, Wisc.: Industrial Relations Research Association.* $3. Searching papers on what determines the productivity of organizations, executives, and workers.

PSYCHOLOGICAL ANALYSIS OF ECONOMIC BEHAVIOR. *By George Katona. New York: McGraw-Hill Book Co.* $5. An inductive account of the spending and saving behavior of consumers.

ECONOMICS: AN INTRODUCTORY ANALYSIS. *By Paul Samuelson. New York: McGraw-Hill Book Co. Second edition.* $5. A clear and balanced introduction to economics for the mature reader, written with imagination and enthusiasm.

EFFECTS OF TAXATION ON EXECUTIVES. *By T. H. Sanders. Cambridge, Mass.: Harvard Business School Division of Research.* $3.25. Are high taxes undermining the efficiency of American business executives?

RUSSIA'S SOVIET ECONOMY. *By Harry Schwartz. New York: Prentice-Hall.* $6.65. The facts, as best we can get them, about the strength and weaknesses of the Soviet economy.

PATTERN FOR INDUSTRIAL PEACE. *By William F. Whyte. New York: Harper & Bros.* $3.50. The record of the transformation of union-management relations in a plant from conflict to cooperation.

CAPITALISM. *By David McCord Wright. New York: McGraw-Hill Book Co.* $3.25. A sophisticated analysis of the superiorities of capitalism and of the weaknesses of the Socialist indictment.

NATIONAL INCOME AND PRODUCT OF THE UNITED STATES, 1929-1950. *Prepared by the U. S. Department of Commerce. Washington: Government Printing Office.* $1. An extraordinarily rich source book of basic statistics about the production and income of the economy over the last twenty years.

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Advertising in the Public Service

SRL's *Citations for Institutional Messages*

U. S. BUSINESS has many publics, as Elmo Roper points out elsewhere in this issue, and is coming to recognize more and more clearly the enormous stake it has in communicating with those publics. That stake involves not only profits. It can also involve the very survival of a company and of that free society in which American enterprise alone can function.

No major corporation today is truly a private enterprise. It is a quasi-public institution, intricately intermeshed with society.

That society includes the consumers to whom products and services must be sold. Included are the stockholders to whom management must account. Then there are the employees, their families and friends, who must understand the problems and policies of management. There is government, with which business in a modern industrial state must learn to live, from taxes and regulations to the allocation of scarce materials. There are the voters, who, in the final analysis, determine the basic attitudes of government toward business. That fact cannot be more dramatically clear than in 1952 with a Presidential election impending. There are the residents of the thousands of communities in which the factories of America are situated, who must judge business as a neighbor and local citizen. There are the union leaders, and the rank-and-file, who are Labor.

Finally, there are the opinion-makers, found at every level of society, the thoughtful, informed individuals who do so much to condition the climate of public opinion that surrounds business, its products, services, and policies. So the managers of American business are confronted with a compelling responsibility and complex task: to communicate with their publics in order to maintain that mutual confidence with thinking people which is so essential today.

One tool of communication available to U.S. management is institutional advertising. *The Saturday Review* has taken a careful look at these advertisements, crowding the pages of magazines as they do with messages designed to interpret a company's policies, philosophy, development, or general operations rather than sell products. Some conclusions emerge from such a scrutiny.

First of all, it is most encouraging to find that the heads of so many major American corporations have recognized that there is a legitimate public interest in the policies and background activities of their firms. They are endeavoring to meet their publics more than halfway, and have begun to understand what a powerful instrument of communication, if properly used, institutional advertising can be.

Second, it is to be regretted that so much institutional advertising is a waste of money, effort, and advertising space. Too many institutional campaigns find business merely talking to itself, rather than using the language and media which would help establish effective communication with the various publics of business.

American enterprise today undoubtedly represents one of the greatest achievements in social management, in the efficient conduct of a vast productive and mercantile apparatus, in the history of the world. On the shoulders of U.S. business leaders, whether in their own offices or in responsible positions in Washington, rests much of the huge burden of preserving the democratic West by a massive increase in the output of arms and goods in the United States. The U.S. economy is providing a high standard of living and simultaneously girding the free world militarily and economically for resistance to Communism. A monumental undertaking, and yet many business leaders continue to talk, in their institutional advertising, in a jargon of out-worn political cliches or economic antiquarianism that does not communicate to anyone except themselves.

Of course, many business leaders have become so sensitive to public criticism, whether just or unjust, that they are reluctant to go into the marketplace of ideas to present their own viewpoints to their critics or to the questioning public. They prefer to run their institutional advertising in media read primarily by other businessmen and express it in terms that confirm old prejudices rather than persuade or inform business's real publics.

However, there has been an increasing number of exceptions to these general criticisms. *The Saturday Review* has consulted with a variety of executives from advertising agencies preparing successful institutional campaigns, from opinion research firms, from leading public relations agencies, from trade organizations within the advertising field, from economic research firms, and from private non-business groups interested in the techniques of communication.

On the basis of these discussions *The Saturday Review* feels that at least thirty U.S. corporations can be cited for distinguished achievement in the use of institutional advertising. This list does not pretend to be all-inclusive, but does represent a selection of companies or trade associations who would deserve to be on any honor roll in this field. In general, the companies given citations in the following list have sponsored institutional advertising in one of four basic categories:

a. Advertisments that explained the continuing research, engineering or management efforts the com-

Could You Handle a $20,000-a-year Job?

If you think you could, reading this may well help you get one—because today there are *plenty* of these jobs just waiting for the right man.

For some time now business papers have been pointing out that management is having great difficulty finding high-salaried executives. Actually, management is *always* looking for such men—because they are the ones who mean the difference between profit and loss. They command high salaries because they know how to *make money* for their employers. They're worth every dollar they get, and more!

But just what do these executives have that makes them worth so much money? First, it's a point of view. The executive must be able to see the business picture *as a whole*. Then too, he must understand the broad principles of business procedure. He must know the methods and practices that have proven profitable for other companies and be able to apply them to his own business.

Does this seem easy? Frankly it isn't—the way to the top is never easy, but if you are really serious about becoming a $20,000-a-year, or more, executive, Funk & Wagnalls Company invites you to send for a free booklet by Carl Heyel. This new booklet gives you a complete outline of the famous Heyel Course in which 45 famous business executives describe their working methods and explain, clearly and simply, how you can make use of their combined knowledge and experience to qualify for the great opportunities in modern business.

If interested, write to Funk & Wagnalls Company, Dept.SR119, 153 East 24th Street, New York 10, N. Y. A penny postcard will do. There is no charge for the booklet.

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pany was making to improve its products or services. While these advertisements promoted general public confidence in a particular trademark, they were also conceived in a way to generate wider public understanding of the methods of American enterprise to provide better products and services. Outstanding in this field, for example, were the campaigns of the Radio Corporation of America Laboratories, of Chrysler Motors, of B. F. Goodrich Rubber, and the International Telephone & Telepgraph Corporation.

b. Campaigns that perform a service to the public by providing useful information or by seeking to rectify some situation of concern to the public. Outstanding in this field, for example, is the health campaign of the Metropolitan Life Insurance Company.

c. Campaigns that discuss the problems and policies of a particular company or industry or the basic principles by which American enterprise functions. Outstanding are Warner & Swasey's succinct, factual, non-jargonized series on the necessary interplay of capital, labor, and management to produce more goods, higher wages and greater profits. Others deserving particular mention are the campaigns of General Mills, the American Meat Institute, Oil Industry Information Committee, American Telephone and Telegraph, American Iron and Steel Institute, Union Oil Company, and American Association of Railroads.

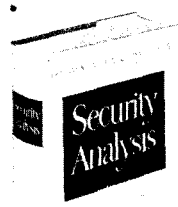
d. Campaigns that give a positive definition to the "American way of life" or to democracy in general. Outstanding in this field is the "Ideas of Western Man" campaign of the Container Corporation of America and also some of the advertisements prepared by The Advertising Council. It should also be noted that many of the campaigns mentioned under a, b, & c also strongly reinforce, even if obliquely, public confidence in the competence and integrity of American business capitalism.

Special commendation should also be given The Advertising Council for the various public service campaigns prepared and widely sponsored through its cooperating organziations, whether to give blood for the Armed services, fight forest fires, understand the American economic system, or buy U.S. savings bonds.

There follows the full list of companies cited for distinguished achievement in institutional advertising during the past year, with the names of the advertising agencies preparing the campaigns given in parentheses. The listing is not in any order of priority or preference.

RCA Laboratories, Inc., (J. Walter Thompson Company)
General Mills, Inc., (Batten, Barton, Durstine & Osborn, Inc.)
Union Oil Company of California, (Foote, Cone & Belding)
Warner & Swasey Company, (The Griswold-Eshleman Company)
Metropolitan Life Insurance Company, (Young & Rubicam, Inc.)
Oil Industry Information Committee, (Sullivan, Stauffer, Colwell & Bayles, Inc.)
Chrysler Corporation, (N. W. Ayer & Son, Inc.)
United Fruit Company, (Batten, Barton, Durstine & Osborn, Inc.)
International Harvester Company, (McCann-Erickson, Inc.)
Licensed Beverage Industries, Inc., (Fuller & Smith & Ross, Inc.)
Ford Motor Company, (Kenyon & Eckhardt, Inc.)
The B. F. Goodrich Company, (Batten, Barton, Durstine & Osborn, Inc.)
John Hancock Mutual Life Insurance Company, (McCann-Erickson, Inc.)
The Caterpillar Tractor Company, (N. W. Ayer & Son, Inc.)
American Mutual Liability Insurance Company, (McCann-Erickson, Inc.)
American Iron & Steel Institute, (Hill & Knowlton, Inc.)
Container Corporation of America, (N. W. Ayer & Son, Inc.)
Association of American Railroads, (Benton & Bowles, Inc.)
The New York Stock Exchange, (Batten, Barton, Durstine & Osborn, Inc.)
International Telephone & Telegraph Corp., (J. M. Mathes, Inc.)
American Meat Institute, (Leo Burnett Company, Inc.)
American Telephone & Telegraph Company, (N. W. Ayer & Son, Inc.)
Westinghouse Electric Company, (McCann-Erickson, Inc.)
Merck Co., Inc., (Charles W. Hoyt Company, Inc.)
Sinclair Oil Company, (Kenyon & Eckhardt, Inc.)
Aluminum Company of America, (Fuller & Smith & Ross, Inc.)
United States Brewers Foundation, Inc., (J. Walter Thompson Company)
Armour (drug by-products), (Foote, Cone & Belding)
Bankers Trust Company (university support campaign), (Cowan & Dengler, Inc.)
Yale & Towne Manufacturing Company, (Ruthrauff & Ryan, Inc.)

—WILLIAM D. PATTERSON.



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and the results achieved. The two volumes offer noteworthy approaches to the problem of human relations in industry.

THE POWER OF PEOPLE. By Charles P. McCormick. New York: Harper & Bros. 136 pp. $2.

The president of McCormick and Company relates the accomplishments of his firm with Multiple Management—a democractic method of government for business.

THOUGHTS ON MANAGEMENT: Executive Standard Practice. By Harry Newton Clarke and E. Elmo Martin. New London, Conn.: National Foreman's Institute. 327 pp. $4.50.

The proceedings of executive and supervisory development conferences directed toward better human relations and employee communication in industry.

THE NEGRO IN AMERICAN BUSINESS. By Robert H. Kinzer and Edward Sagarin. New York: Greenberg Publisher. 220 pp. $2.50.

A factual and noteworthy investigation of the business life of the American Negro—namely, the conflicts of separatism and integration.

—R. C.

8. *Labor Unions*

STRIKES and strike threats plague the headlines. But the headlines hide two conflicting realities. Fifteen years of collective bargaining as a national labor policy has failed, on the one hand, to provide a consistently peaceful alternative to strikes. Yet, these same headlines hide the vast bulk of peaceful negotiations which never explode into industrial paralysis.

The strike as a legitimate labor weapon will be increasingly intolerable in basic industry. Yet the outlawing of strikes involves consequences at least as dangerous to society.

Twice within the past year organized labor struck at a vulnerable segment of the Government's anti-inflation line—the wage stabilization program. Late last February labor members of the Wage Stabilization Board resigned in protest against the 10 per cent pay increase formula. Notwithstanding, the Government issued its wage regulations—without a Board. Then, when labor's campaign for a strong price control law was unavailing, powerful and substantial union leaders announced a second siege against pay control policies. Steel company executives in turn warned that further wage increases would mean price rises. However, Government spokesmen retorted that the country would not permit any significant interruption in steel production. As one result labor leaders will renew and intensify their demand for policy-making status in the mobilization effort. Already deeply committed to participation in politics, their activities will be stepped-up—especially in the 1952 Presidential election.

Over a period of years unions and management have displayed such persistent dependency on government as to cast serious doubt on the maturity and responsibility of each group in the common area of industrial relations. Employer use of injunctions produced the Norris-LaGuardia and Wagner Acts, followed by the Taft-Hartley Law. These changes have occurred with almost pendulum-like precision. Yet, both sides still appear unaware of the consequences, realized and potential.

Although businessmen have discovered that the hug of government can be as paralyzing as that of unions, repeated recourse to Washington has enlarged the Government's police power. (In the initial stages of wage control, fully 60 to 70 per cent of the wage increase applications filed with WSB were employer-sponsored and union-endorsed.)

The result is problems delayed and probably compounded, certainly not solved. What of the future? Organized labor, with its fifteen to sixteen million "cardholders," is a powerful element in the economic, social, and political fabric of our national society. The relationship of unions, employers, and the Government will improve

Imagine a jewel-thief so agile, so clever and so successful in plundering the rich inhabitants of the Riviera, that the underworld itself, in self-defense, sets out to trap the culprit!

To Catch a Thief

By David Dodge
author of
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If your landlord

was a meek, retiring dentist like Dr. Harrington, you would never suspect him of being a modern Bluebeard. Barney Gantt didn't suspect it, but then again, neither did Dr. Harrington's rich, recent and ever loving wife . . .

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only through a three-sided progression:

1. Labor unions must develop and recognize their own maturity and responsibility. This requires elimination of racketeering and dictatorship where it exists; elimination of jurisdictional warfare; use of collective bargaining as a means to improve wages, hours, and working conditions within the reasonable capacity of industry and the country to sustain such improvements, and not as a device for solving or stirring up internal union politics. Also required is greater respect for the contract by union and worker. A remnant of organized labor still remains in the control of the Communist Party; organized labor must rid itself of this influence.

2. Employers must accept the principle of collective bargaining where that is the express choice of the employees involved. There must be more realization that the management function is retained against union enroachment only to the extent that management continuously proves, not only asserts, its qualifications to perform that function. A positive and aggressive personnel and pay policy is a sine qua non. A sincere and realistic long-range program for dealing with employees and their unions instead of a "crisis-to-crisis" policy is the only sound base. This requires a greater devotion of time, energy, and intelligence in many cases than has been accorded to the problem in the past.

3. The Government's function is to state the rules of the game and referee its progress. —G. M.

A PHILOSOPHY OF LABOR. By Frank Tannenbaum. New York: Alfred A. Knopf. 199 *pp.* $2.75.

An attempt to develop a specifically American trade union philosophy befitting the reality of the "New Capitalism" written by a friendly, but by no means uncritical, historian of organized labor. The analysis of the nature and structure of trade unions is probably familiar to all intelligent men who have been in business during the past decade. But the chapters dealing with the future, though short and sketchy, clearly herald a major shift in union thinking from the pursuit of economic gains to that of political power and participation in management.

FINANCIAL REPORTS OF LABOR UNIONS. By George Kozmetsky. Cambridge, Mass.: Harvard Business School Division of Research. 280 *pp.* $3.50.

How do labor unions spend their money? Are union reports reliable? To whom are these reports made available and how are they used in union administration? Mr. Kozmetsky approaches these questions to determine what labor unions have actually been doing about accounting methods and financial reporting. He examines the nature and the contents of the reports themselves, shows what they involve and the objectives they should seek to meet.

FROM THE WAGNER ACT TO TAFT-HARTLEY. By Harry A. Mil-

The Criminal Record

The Saturday Review's Guide to Detective Fiction

Title and Author	*Crime, Place, and Sleuth*	*Summing Up*	*Verdict*
MURDER IN TWO FLATS *Roy Vickers* (Mill-Morrow: $2.50)	Tycoon and passé actress found broken-necked (but not together) in London flats; Scotland Yard and zealous amateur poke around.	Big-biz operations, paternity charges, love interest, much fat-chewing make for confusing, not particularly thrilling potpourri.	Not so hot
THE LADY SEES RED *Amelia Reynolds Long* (Phoenix: $2.50)	Little theatre group in U. S. community is jarred by double murder; Sgt. McCrea wishes it hadn't happened here.	Characters impossible in more senses than one; humor too ducky for words; this play isn't the thing.	No dice
THE INTRIGUER *Maude Parker* (Rinehart: $2.50)	Summering Long Island couple find selves in core of emotional tangle involving rich neighbors speeding toward catastrophic climax.	Fine sense of "heavy, heavy hands over thy head"; tension well maintained from start to finish; a grown-up, urbane job.	Good
KEEP BACK THE DARK *Adeline McElfresh* (Phoenix: $2)	Visit to Vincennes, Ind., of famous platform personality preludes violent death; Chief of Police Shirley unpleased.	Overtones of Second World War echo throughout yarn, which is highly implausible; same goes for the people.	A pox on't
THE SWIMMING POOL *Mary Roberts Rinehart* (Rinehart: $3)	Two old and two fresh murders bedevil depression-ravaged N. Y. family (who still have couple of servants).	Told with author's usual skill, but build-up a little too elaborate, throwbacks and throwaheads too frequent.	Smooth
AFRAID IN THE DARK *Mark Derby* (Viking: $3)	War-shocked British claustrophobe accepts death mission down Singapore way; takes girl along, meets odd animals, including people.	Good setting, authentically drawn; some characters likewise; story lags in spots, zings in others.	Uneven
DON'T CRY FOR ME *William Campbell Gault* (Dutton: $2.50)	West Coast wastrel turns dick when planted corpse takes over his living-room; Sgt. Hovde also helps end fancy knifework.	Mobsters, bookies, lush gals, best people all present; some lively spots, some dull ones.	Up and down

—SERGEANT CUFF.

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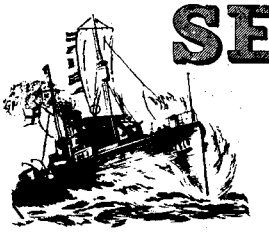

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lis and Emily Clark Brown. Chicago: University of Chicago Press. 724 *pp.* $8.50.

How far shall labor's right to organize be protected? Shall collective bargaining be controlled or free? Can we expect strikes bordering on national emergencies each year? The authors trace the trade union movement and labor's political objectives, and probe public labor policy and its administration.

THE STRUCTURE OF LABOR MARKETS. By Lloyd G. Reynolds. New York: Harper & Bros. 328 *pp.* $4.50.

Lively yet thorough discussion of many problems of wages and industrial relations. Mr. Reynolds appraises the whole subject of wage theory and labor motility as affected by actual current practice in a New England factory town.

LABOR RELATIONS AND FEDERAL LAW. By Donald H. Wollett. Seattle: University of Washington Press. 210 *pp.* $3.

An analysis and evaluation of Federal labor policy as it has evolved from Congress and the courts in recent years.

GOALS AND STRATEGY IN COLLECTIVE BARGAINING. By Frederick Harbison and John R. Coleman. New York: Harper & Bros. 172 *pp.* $3.

In the authors' view collective bargaining is not only compatible with a private enterprise economy but is probably essential for its survival. The clash of competing interests, such as the objectives of company and union leaders and the forces which make for conflict or cooperation, are sharply delineated and keenly analyzed.

THE IMPACT OF THE LABOR UNION. Edited by David McCord Wright. New York: Harcourt, Brace & Co. 385 *pp.* $4.

A stimulating evaluation of the labor union movement by eight leading economic theorists. In addition to separately prepared formal papers, this book includes excerpts from the oral discussions in which these professors of economics expressed their own views of the issues dealt with in each of the contributions.

ECONOMICS OF LABOR AND INDUSTRIAL RELATIONS. By Gordon F. Bloom and Herbert R. Northrup. Philadelphia: The Blakiston Co. 749 *pp.* $5.

Designed for college study, this book is an analysis of the entire labor movement and its probable future role in our economic system.

INDUSTRIAL PEACE IN OUR TIME. By Hubert Somervell. New York: The Macmillan Co. 224 *pp.* $2.50.

What are the origins of industrial strife? What can be done about it? Using as a case history the experiment of the Nunn-Bush Shoe Company the author examines critically the roles played in industry by labor and management.

PROBLEMS IN LABOR RELATIONS. By Benjamin M. Selekman, Sylvia K. Selekman, and Stephen H. Fuller. New York: McGraw-Hill Book Co. 750 *pp.* $6.

A casebook on human relations in business and industry, focusing upon work problems in the shop, problems at the collective bargaining table, and those encountered in establishing management-labor cooperation over long periods of time.

THE RIGHT TO ORGANIZE AND ITS LIMITS. By Kurt Braun. Washington: The Brookings Institution. 331 *pp.* $3.

A comparison of the rights and duties of organized labor here and abroad. Investigates the similarities and differences in union, management, and governmental views in various countries and the devices used to compel workers to belong to organized groups.

STEELTOWN. By Charles R. Walker. New York: Harper & Bros. 304 *pp.* $4.50.

A factual, on-the-spot study of what happens to a small community when its major industry closes its doors and moves away. The attitudes and problems of company managers, union leaders, and the community are closely studied to determine how joint efforts to deal with the situation succeed and how they fail.

CURRENT TRENDS IN INDUSTRIAL PSYCHOLOGY. A Symposium. Pittsburgh: University of Pittsburgh. 197 *pp.* $3.75.

Proceedings of a series of conferences between educators and industrialists, held under the auspices of the University of Pittsburgh.

PROFIT SHARING. By Kenneth M. Thompson. New York: Harper & Bros. 330 *pp.* $4.

An analysis of the controversial profit-sharing movement and its effect upon management-labor relations.

TRADE UNIONS IN THE NEW SOCIETY. By Harold J. Laski. New York: The Viking Press. 192 *pp.* $3.

An architect of the British Labor Party analyzes the economic and political role played by unions in our society. A highly provocative and challenging tome.

THE U. A. W. AND WALTER REUTHER. By Irving Howe and B. J. Widick. New York: Random House 309 *pp.* $3.

A searching examination and defense of the United Automobile Workers under the leadership of Walter Reuther.

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JOB HORIZONS. By Lloyd G. Reynolds and Joseph Shister. New York: Harper & Bros. 263 *pp.* $2.25.

An investigation by the Labor and Management Center, Yale University, on how workers select new jobs, what determines whether or not they stay on the job, and their occupational plans and ambitions.

FOUNDATIONS FOR CONSTRUCTIVE INDUSTRIAL RELATIONS. By R. Carter Nyman. New York: Funk & Wagnalls. 209 *pp.* $2.85.

The personnel director of Yale University evaluates the nature and effects of environment and social conditioning on human beings and lists factors needed for cooperative human relations in industry.

PARTNERS IN PRODUCTION. By the Labor Committee of the Twentieth Century Fund. New York: Twentieth Century Fund. 150 *pp.* $1.50.

How can we arouse enthusiasm for greater production among "all" groups in our economic life? Top business leaders and labor representatives face issues like this and submit a program for industrial harmony.

THE LABOR STORY. By Aleine Austin. New York: Coward-McCann. 244 *pp.* $2.

A popular, but not impartial, record of American labor, tracing its growth and evaluating its present and future role.

LABOR MANAGEMENT IN A COMMON ENTERPRISE. By Dorothea de Schweinitz. Cambridge, Mass.: Harvard University Press. 186 *pp.* $3.

This research study of labor-management production committees is both a critique of their efficacy and a guidepost to their more effective work in the future.

GREATER PRODUCTIVITY THROUGH COOPERATION. By Ernest Dale. New York: American Management Assn. 197 *pp.* $5.

A useful record of labor-management cooperation in 263 companies.

UNIONS AND CAPITALISM. By Charles E. Lindblom. New Haven, Conn.: Yale University Press. 276 *pp.* $3.75.

An associate professor of economics at Yale University warns that unionism and the private enterprise economy are incompatible, that the growing union challenge to managerial control will result in unemployment and inflation.

What will the New Year bring to Helena?

The dawn of a New Year—for 7-year old Helena and her mother—marks the beginning of another year—of what?

For them, the outlook is so discouraging, that most of the time they feel like giving up. Life holds no meaning beyond that of continued misery. And misery is all that Helena has known during her entire life, in her native village in Greece.

A lovely blond child, brown-eyed first grader, she already has infected glands. Her mother is unable to work because of chronic pleurisy. Her father died in 1948 from wounds suffered while fighting against communists. All they have to live on is a government "pension" of $15.33 a month, not even enough to provide the barest necessities in a country where prices are prohibitively high. Their home is a small dark room, where the sun never shines. There is no furniture.

What hope does '52 hold for them? That depends on you.

HOW YOU CAN HELP

You can help Helena or another needy child through the Federation's CHILD SPONSORSHIP project. For just $96 a year ($8 a month) SCF will send "your" child warm clothing, sturdy shoes, and supplementary food—delivered in your name, in Austria, Finland, France, Western Germany, Greece, Italy and Lebanon.

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FICTION

(Continued from page 19)

has not stressed—if, indeed, he was aware of—the Freudian implications of his grim odyssey. Instead he has concentrated on direct, though symbol-laden, narrative: the sea and the seals and men. The result is a novel of compelling power likely to receive too little attention in a season when more strident immediacies are stopping our presses. The translation is a poetic delight.

WILD CHERRY TREE ROAD. By Bernice Kelly Harris. Doubleday. $3. Mrs. Harris has gone back to the milieu of her first and artistically most successful novel, "Purslane." Again we are among the simple, not quite poor, farming folk of Carolina. "Homespun" is, I guess, the word for the doings among these folks, most of whom are related to each other in a pleasant and disorderly fashion. Main concern is with George Gowen and his boyhood love for Daphne Britt which changes into a more manly love for Penny Holt. Other central thread is supplied by the tribulations of old Kalline who, after living around with and "doing for" her innumerable more favored cousins, finally settles down happily in the poorhouse. Along the way there are church festivals, picnics, a country fair, weddings, births, and deaths, all told with a wealth of affectionate detail. The characterizations are simple, and lean heavily on the repetition of a few amusing idiosyncrasies per character, but the general effect is pleasantly persuasive of a way of life that probably never existed but would have been nice.

THE WOMEN OF CHAMPION CITY. By Doris Davis. William Sloane. $3.00. In her first novel Miss Davis has presented — in a style we'll have to call breezy — a curious combination of rather slick plotting and writing coupled with insights and observations usually associated with fiction of a more sedate and sober tone. Her concern is with women, the war widows of World War II primarily. And their concern is with sex. How Nadine Wildraven worked her way through a number of not quite casual amours and ended up with her ever-loving husband provides the main theme of Miss Davis's explication of the sex habits of the American female. Then there is, so help me, Cassandra Bickham, who runs the Florida tourist place where all these goings on go on. Also a number of males; but these are decidedly secondary characters in Miss Davis's book.

Doris Davis—"rather slick plotting."

—EDWARD J. FITZGERALD.

THE WIND LEAVES NO SHADOW. By Ruth Laughlin. Caxton Printers, Caldwell, Ida. $3.50. The title page of this long historical novel dealing with events in the American Southwest in the 1830's and early 1840's bears on the the title page the legend, "enlarged edition." Apparently it was published in 1948 and expanded in this new edition. A "cast of characters" printed in front contains "in their order of appearance" no less than eighty names, of whom approximately thirty-five are fictional and the rest actual persons. Yet, with all this array of numbers and alien names the author, on the whole, avoids confusing the reader, who can give his entire attention to the developing story and the mounting excitement.

Dona Tules Barcelé was an actual person who started at Taos as a little girl at a time when all that territory, including Santa Fe, belonged to Mexico. Tules had an unhappy past which, with dauntless courage, she had mastered. The country had to contend not only with the repeated raids of the Navahos but also with the Texans, the doughty forerunners of the United States military forces. Dona Tules, red-haired and handsome, ran a gambling salon in Santa Fe and made heaps of money. This was not bad for one whose mother had been a peon. She consorted with the local big shots including the Governor, Don Manuel Armijo, who betrayed her. She discovered that money did not make for happiness. But she lived dangerously, and because of the turbulence of the times the happiness she sought in love again and again eluded her. The background of the story sounds as authentic as the characters who move against it. The book is excellent of its kind.

—JOHN COURNOS.

THE USA & THE WORLD

(Continued from page 16)

was paved for a "series of appalling blunders" which "were the joint product, chiefly of two men—General George C. Marshall and Secretary of State Dean Acheson."

Monday morning quarterbacking should not try to make it as simple as all that. Even Mr. Flynn would have hesitated to do so if, "in the interest of brevity," he had not omitted "any account of the military struggle between the Chinese Republican Government and the Communist armies." Mr. Bundy's record includes in uncondensed form the long statement that Mr. Acheson made to the Senate committees (June 4, 1951) outlining what had happened in China in the four years between 1945 and 1949. It was a statement whose clarity and frankness drew applause from Republican critics who thought that they were obtaining new material. As a matter of fact, most of what Mr. Acheson said had been published two years before in the China White Paper.

Quoting Army Intelligence reports on the disintegration of Chiang's forces, he told the committees that at the end of 1946 the Nationalist Government had 2,600,000 men under arms as against 1,100,000 Communists and a fire power superiority of three- or four-to-one. By February 1949 Nationalist strength was down to a million and a half. Forces surrendered with all their materiel. General Barr reported that "only the active participation of American troops could effect a remedy," and Congress and public opinion would not have agreed to that. In General Barr's opinion the military debacles could "all be attributed to the world's worst leadership and many other morale-destroying factors that led to a complete loss of the will to fight."

While President Roosevelt lived our China policy—at times lack of policy—was his. During certain periods civil-military relationships were not as satisfactory as they were in the European theatre of operations. Mr. Flynn states baldly and boldly that the "tragedy" of Chiang's having to flee to Formosa and Communism swallowing the mainland and half of Korea "was the fruit of a series of historic blunders which can be attributed to General Marshall and Secretary Acheson." "Tragedy" there certainly has been, but such an assignment of responsibility makes one think of the words with which Mary's falsetto voice closes the Bob and Ray radio program: "Oh, you silly, silly boys."

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USA & World Note

GERMANY AND AMERICAN NEUTRALITY 1939-1941. By H. L. Trefousse. Bookman Associates, New York. $3.75. This careful study of German policy toward the United States from the Polish invasion to December 1941 is at once exciting and important. The author's point of view is clearly hostile to the isolationists. Given the abundant proof of Germany's ultimate intentions, this is unavoidable. The main theme is the almost incessant German attempt to insure the continued neutrality of the United States, no matter how far it went in aiding Great Britain or how far in "provoking" the German fleet.

Time and again the Fuehrer ordered his ships to avoid incidents. With the undeclared war increasing in tempo the Nazis pinned their hopes on internal American division. But watching their ally Japan move toward an open break in the Pacific, they were forced to recognize that American neutrality was coming to an end. "Roosevelt is a fanatic," remarked Ribbentrop in late November 1941, "so it is impossible to tell what he would do." Not even Pearl Harbor made it clear to them that the initiative no longer rested in German hands. Hitler, however, would not abandon his powerful and useful ally. The admirals supported him, and for the first time he struck before he was ready. Trefousse says, "He had ruined his own cause." But surely the man had no alternative. His propaganda campaign to lull the United States into indifference and inaction had failed in the face of Roosevelt's determination to act before the nation stood alone.

This, as diplomatic history, does a great deal to clarify the making of Nazi foreign policy. Although the materials from which it is constructed are mostly published or accessible, only a specialist would try to delve into the mountains of newspapers, trial documents, biographies, and memoirs involved. Only a skilled historian could have written this story.

It is very well done. Part of it we have met before in other studies. The synthesis of all the available evidence and the reconstruction of the German-American duel as a unit were well worth the effort. As clearly as any case study to date, it shows how totally inept the men around Hitler, the party bully-boys and non-professionals in slick Foreign Ministry uniforms, could be in estimating the forces opposed to them.

—JOHN C. CAIRNS.

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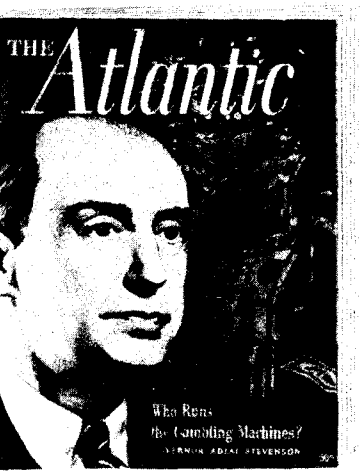

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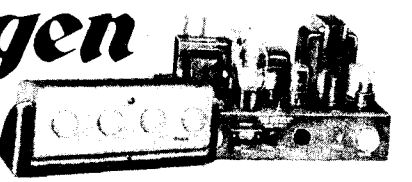

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POST-CHRISTMAS MISCELLANY

HUMPERDINCK: "HANSEL AND GRETEL." Erna Berger, Marie Luise Schilp, Hans Heinz Nissen; Berlin Mozart Boys' Choir, Radio Berlin Symphony, Rother.
Urania URLP 212 (2)
Ger.-Engl. libretto.

▶ Erna Berger's superb little-girl Gretel carries this show to sugar-plum heights—but support is good too; the atmosphere is perfectly gingerbread German, the folk tunes done with just the right teary, sentimental feeling, ultra musical, the whole a bit heavy and Wagnerian as is proper, yet soft and sweet too. The big contralto Hansel is no more preposterous than usual, the witch is so-so, the orch. good, the boy singers lovely—a thoroughly excellent show of its sort, made more accessible with libretto in two languages (what English!). Recording excellent, except for loud passages that will blast on some equipment; voices at stage distance, a fine idea for this opera.

BEETHOVEN: "GROSSE FUGE," OP. 133 (arr. string orch.).
PURCELL: THREE-PART FANTASIAS; "LONDON" CHACONNE.
Vienna Chamber Orch., Litschauer.
Vanguard VRS 419

PURCELL: FANTASIAS IN THREE, FOUR, AND FIVE PARTS. London String Trio; Aeolian String Quartet.
Allegro AL 119 (2 10")

▶ Many a conductor has fallen on this rock—Beethoven quartets expanded for string orch. The Litschauer group does a remarkably effective job with clean, hard rhythm, clear articulation, very few bloopers. Decidedly worth a try. Purcell's beautiful, strangely chromatic fantasias make ideal three-part music for string group with added double bass, a fine contrast to the jerky, high-powered Beethoven. The same music is equally effective in "chamber music" style in Allegro's recording; the four-part works are preferable in this form. Both ensembles play with English understanding of this British music, the London Trio with better phrasing and shaping, slightly better recording. The chaconne, quite long, is a very great and moving work, superbly played by the Litschauer group.

"JUST JAZZ." Lionel Hampton All Stars; The All Stars.
Decca LP: DL 7013 (10")

▶ Long playing jazz. For those outside inner jazz circles this type of LP offers a rewarding experience; try critical listening here to the extraordinary musicianship and tremendous techniques of top jazz men playing at length, *ad lib,* unrehearsed, before an audience! High fidelity, assorted realistic groans and sighs of ecstasy, plenty of audience enthusiasm, add to the effect. (Note: Don't confuse the all-LP jazz with many LP collections of new or older three-minute, 78-style pieces.)

HAYDN: SYMPHONIES #43 ("MERCURY"), #50.
Danish State Radio, Mogens Wöldike.
Haydn Society HSLP 1041

▶ The high, piercing horns of #50 in C major are splendidly recorded, the over-all pompous sound perfectly captured; the "Mercury," with same fine recording, shows top string sound. Danish recorded, and unbeatable.

The outstandingly lovely cover design is matched by outstanding playing, by the already famous Danish, of two more unknown and worthwhile symphonies, the C major #50 rather pompous, the #43 sweeter, mercurial.

"TATI - TATI" — SYMPHONIC PARAPHRASES ON "CHOPSTICKS" (Borodin, Cui, Liadov, Rimsky-Korsakov, Liszt), arr. Tcherepnine, Janssen.
Columbia Symphony Orch., Janssen. Columbia ML 4480

▶ This is a hi-fi must for owners of good playing equipment—it rates about the best so far from Columbia. Janssen's and Tcherepnine's Russian-style orchestral settings are real hi-fi meat!

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BEETHOVEN: PIANO SONATA #29 IN B FLAT ("HAMMERKLAVIER"), OP. 106. Friedrich Gulda.
London LLP 422

▶ It takes a rarely perceptive musician to penetrate into the "impossible" late Beethoven sonatas, bring out of their superhuman masses of notes a flowing, integrated, "speaking" music; here is one pianist who does it, as well as you'll ever hear. A fine sense for architecture, for harmony especially, for the lyric Beethoven phrase, a technique that reduces the keyboard difficulties to unnoticeability. Beautifully recorded.

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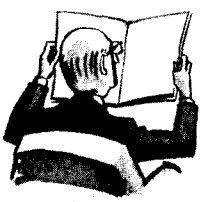

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DOUBLE-CROSTIC NO. 930

Reg. U. S. Patent Office

By Elizabeth S. Kingsley

DEFINITIONS	WORDS
A. Horn-shaped.	140 94 178 131 134 75 161
B. A round shield carried by medieval foot soldiers.	135 177 44 158 84 18 160 98
C. An outbreak (French).	174 23 111 127 159 171
D. Mopping.	63 175 26 102 119 11 46 1
E. A light restraint or check.	85 173 52 93 59 82 141
F. Pertaining to a later generation.	136 137 154 60 107 92 71 142
G. An ascetic (Hinduism).	33 74 69 9
H. Pertaining to the games held every four years in commemoration of the naval victory in 31 B.C. over Antony and Cleopatra.	16 164 130 76 43 53
I. Battle of Civil War, April 6 and 7, 1862.	39 97 167 103 91 125
J. Medical.	129 113 89 65 165 10
K. Islands purchased by U. S. from Russia with Alaska, 1867.	169 179 138 88 128 117 6 56
L. American Negro sculptress best known for her Negro heads; one of four women commissioned to work in sculpture at World's Fair, New York, 1939-40 (1910-).	27 155 41 66 4 147
M. To cover with some protective substance, as with lute, a crust, coating, plates.	87 58 146 123 118 163 64 81

DEFINITIONS	WORDS
N. One of the "seven mortal sins."	152 148 143 5 55 168 68
O. A goddess called by Tacitus "Terra Mater" (Teut. myth.).	17 2 49 96 110 120 133
P. American heroine of Indian experiences in colonial New England.	180 45 106 124 115 157
Q. First name, famous Russian-born conductor of an American orchestra who died recently.	72 19 95 57 25
R. Treats with marked incivility.	149 83 108 29 3 38 67 21
S. What Drake on his voyage of discovery called a region, now the northwest coast of the U. S. (2 wds.).	73 104 122 172 151 31 20 14 77
T. Hero of a moralizing poem, formerly popular, by William Combe (1741-1823; 2 wds.).	54 126 114 109 132 170 80 70 144 121 156 35
U. Struck wildly with the hands.	7 30 176 34 47
V. The "Day" of May 24, Queen Victoria's birthday, celebrated in British dominions.	37 105 112 150 15 48
W. River in northern France.	62 90 50 42
X. A highly admired person or thing (slang).	99 22 36 145 78 13
Y. Nephew of Abraham who escaped the destruction of Sodom (Bib.).	32 86 51
Z. A bright and witty thought tersely expressed.	61 162 40 12 100 139 24
Z'. To exclude; to separate (2 wds.).	153 8 28 79 101 116 166

DIRECTIONS

To solve this puzzle you must guess twenty-odd words, the definitions of which are given in the column headed DEFINITIONS. The letters in each word to be guessed are numbered. These numbers appear under the dashes in the column headed WORDS. There is a dash for each letter in the required word. The key letters in the squares are for convenience, indicating to which word in the definitions each letter in the diagram belongs. When you have guessed a word, fill it in on the dashes; then write each letter in the correspondingly numbered square of the puzzle diagram. When the squares are all filled in you will find (by reading from left to right) a quotation from a famous author. Read up and down the letters mean nothing. The black squares indicate ends of words; words do not necessarily end at the right side of the diagram.

When the column headed WORDS is filled in, the initial letters spell the name of the author and the title of the piece from which the quotation has been taken. Authority for spelling and definitions is Webster's New International Dictionary (second edition).

		1 D	2 O	3 R	4 L	5 N	6 K	7 U	8 Z¹	9 G	10 J		11 D	12 Z	13 X	14 S
15 V	16 H	17 O	18 B	19 Q		20 S	21 R		22 X	23 C	24 Z	25 Q	26 D	27 L	28 Z¹	29 R
30 U	31 S	32 Y	33 G		34 U	35 T	36 X	37 V	38 R	39 I	40 Z	41 L	42 W		43 H	44 B
	45 P	46 D	47 U	48 V	49 O	50 W	51 Y	52 E	53 H	54 T	55 N	56 K	57 Q		58 M	59 E
	60 F	61 Z	62 W	63 D	64 M	65 J	66 L	67 R	68 N	69 G	70 T		71 F	72 Q		73 S
74 G	75 A		76 H	77 S		78 X	79 Z¹	80 T	81 M	82 E	83 R		84 B		85 E	86 Y
87 M	88 K	89 J	90 W	91 I	92 F		93 E	94 A	95 Q		96 O	97 I	98 B		99 X	100 Z
101 Z¹	102 D	103 I	104 S	105 V	106 P		107 F	108 R		109 T	110 O	111 C		112 V	113 J	114 T
115 P	116 Z¹	117 K	118 M		119 D	120 O	121 T		122 S	123 M	124 P	125 I	126 T	127 C	128 K	
129 J	130 H		131 A	132 T		133 O	134 A	135 B	136 F		137 F	138 K	139 Z	140 A	141 E	
142 F	143 N	144 T		145 X	146 M	147 L	148 N	149 R	150 V	151 S		152 N	153 Z¹	154 F	155 L	
156 T	157 P	158 B		159 C	160 B	161 A		162 Z	163 M	164 H	165 J	166 Z¹	167 I	168 N		169 K
170 T	171 C		172 S		173 E	174 C	175 D		176 U	177 B	178 A	179 K	180 P			

Solution of last week's Double-Crostic will be found on page 32 of this issue.

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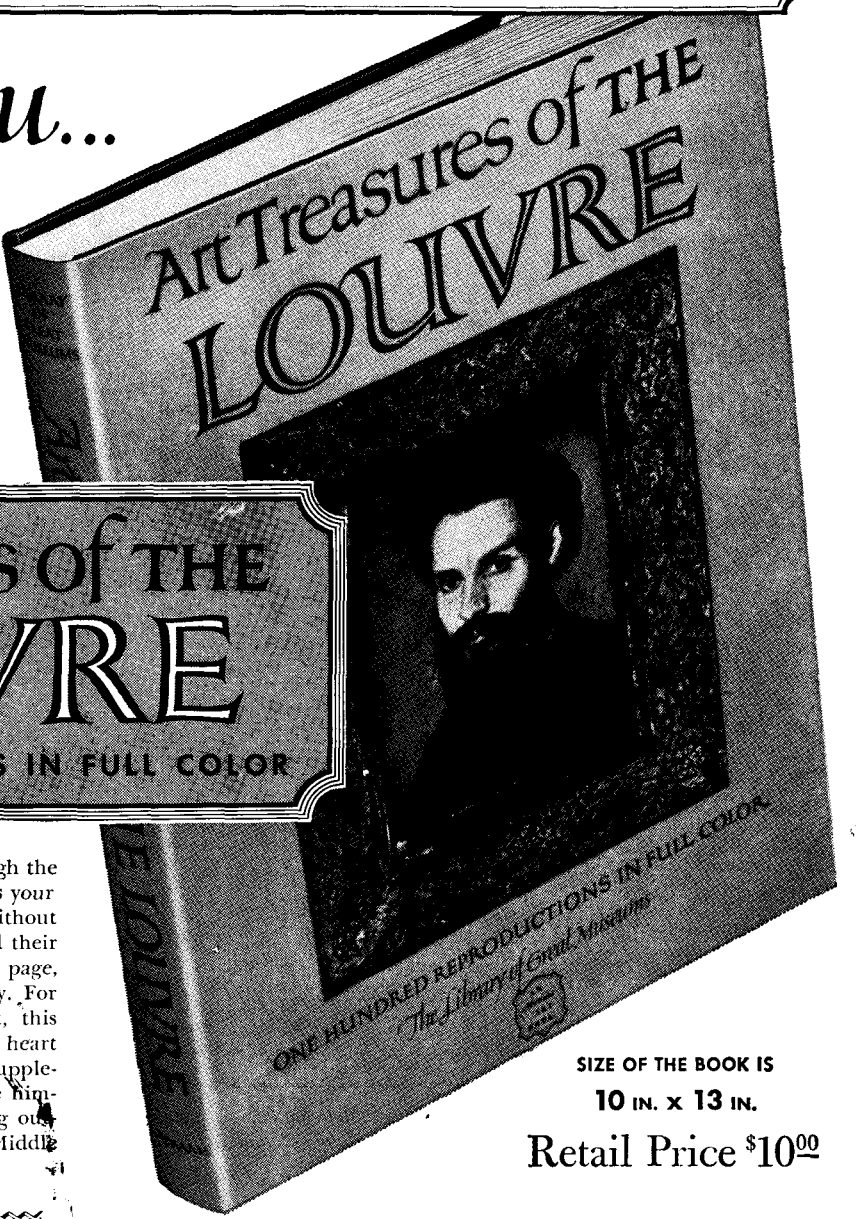

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